



# Form Follows Function:

## A Framework to Improve the Performance and Productivity of California State Government

A Report of the California Performance Review

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**“There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction.”**

*President John F. Kennedy*

**“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise to the occasion. As our case is new, so we must think anew and act anew.”**

*President Abraham Lincoln*

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***Of Note***

The organizational framework proposed in this report builds on the California Performance Review's other productivity initiatives.

The organizational framework is guided, in large part, by the individual recommendations that comprise the work of the Performance Review and influenced by the reorganization proposals of Ronald Reagan and Pat Brown.

The Performance Review's recommendations have been informed by the excellent work of the Milton Marks "Little Hoover" Commission, the Legislative Analyst, the Bureau of State Audits, the California Research Bureau at the California State Library, numerous other public and private public policy research and academic institutes across the United States and around the world.

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# Chapter 1

## A New Framework for California State Government

Twenty-first century government begins with an organization that makes sense, an organization that works better and costs less.

Californians are builders and dreamers. We created the fifth largest economy in the world, with a gross state product of more than \$1 trillion, while holding sacred our commitment to the stewardship of the land and its natural resources. We are quick to embrace new ideas and new citizens.

Californians are dynamic, adaptable, and always focused on the future. Our state is the birthplace of the Mars Rover, the Digital Age and the Biotechnology Revolution. California also has a history of agricultural excellence and efficiency that is the envy of the world.

But California's state government is antiquated and ineffective. It simply does not mirror the innovative and visionary character of our state. Instead of serving the people, it is focused on process and procedure. It is bureaucracy at its worst—costly, inefficient and in many cases unaccountable.

Given California's fiscal condition and the growing schism between the people and the institutions that are intended to serve them, Governor Arnold Schwarzenegger established the California Performance Review to conduct a top-to-bottom review of California state government.

At a time when so many people are being asked to make sacrifices, it is only right to look inward and see how we can preserve the essential functions of state government while putting in place principles that will save money and better serve the interests of the people of California.

### ***A Time for Change***

Today, innovative companies and governments are flattening and restructuring their organizations, implementing best practices and using information technology to improve their performance and productivity. In contrast, California state government is an archipelago of isolated departments with overlapping and duplicative functions that serve as barriers to innovation and a performance culture.

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The state's organizational structure does not mirror California's innovative and visionary legacy; in fact, it is characterized by:

- A lack of accountability;
- A lack of prioritization; and
- A lack of coordination.

*Accountability* assumes clearly defined lines of leadership, responsibility and authority. The lack of accountability in California state government is due in large part to the proliferation of programs with overlapping and duplicative responsibilities. Today, more than 20 state entities are responsible for education and workforce preparation policy, but none of these entities has direct accountability for preparing California's current and future workforce for the jobs of today or tomorrow. The truth is, however, that even if all of these entities were successfully preparing Californians for high-wage jobs, that information would be anecdotal at best because California does not have a government-wide process for evaluating the performance and productivity of state programs.

This situation did not develop overnight. The recent budget crisis has simply made manifest what many already knew: our government is hopelessly outmoded, slow to respond and drowning in the outdated bureaucratic routines it created.

#### ***What is productivity?***

Typically leaders have managed deficits by cutting programs or by raising taxes. Improving productivity is the third option. Productivity tools track the way resources are used to deliver programs and assist in identifying ways to deliver the same, or greater, service levels for less. Examples of productivity improvements include reducing cost by negotiating low price contracts on goods and services used by all state agencies and increasing service quality by utilizing best practices statewide.

*Prioritization* is about making choices and it is essential given the ever growing demands on government to provide services to those in need while the resources required to do so remain limited. However, for governments to make budget decisions in a thoughtful way, outcome-based performance and productivity measures are essential. Unfortunately, these management tools are not currently being used.

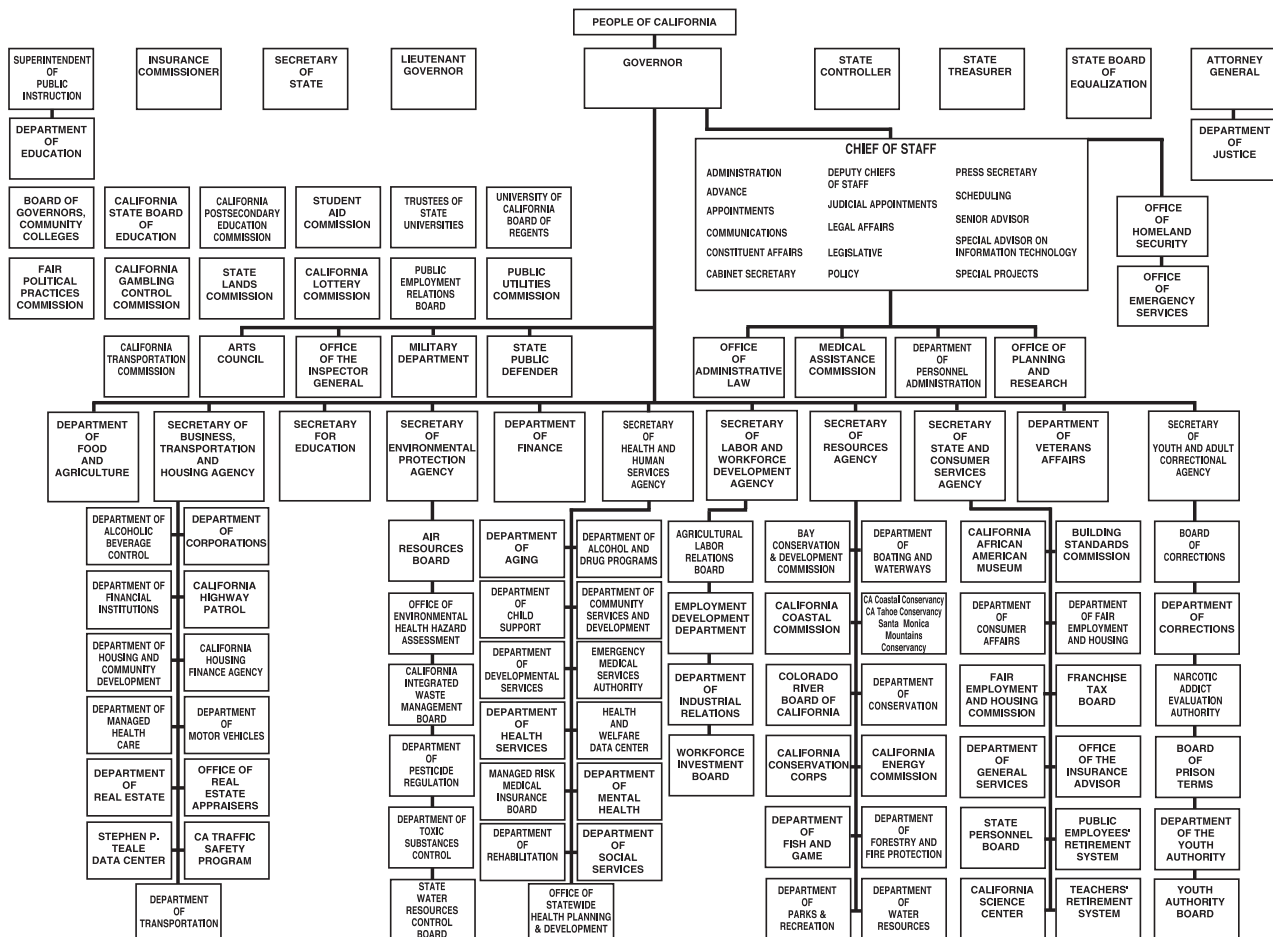


There are some examples of the lack of prioritization in California that are so egregious, however, that sophisticated performance tools are not necessary. Currently, there are dozens of boards and commissions in the Department of Consumer Affairs that are responsible for regulating professions. Many are small and virtually all have overlapping and duplicative administrative processes. Other states have taken action to address similar inefficiencies, yet in California these boards and commissions linger on, well past the point at which they served a “pressing public function.”

The real challenge is that state government in California is a complex web of organizational entities and the reporting structure is so large—with 11 agencies, 79 departments and more than 300 boards and commissions—that it is difficult to focus on strategically important information and initiatives or to assess program performance. The professional licensing function referenced is but one box on the organizational chart that depicts the current structure of California’s Executive Branch (see Exhibit 1).

### Exhibit 1

#### CALIFORNIA STATE GOVERNMENT - THE EXECUTIVE BRANCH



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The Legislature has also assigned hundreds of individual programs to the Executive Branch. Many of these assignments may have made sense at the time, or in the single context in which they developed, but today the totality of these programs has become a drain on the efficiency of government. At the same time, these additions and compromises have resulted in a government that only makes sense to the special interests, the experts on getting things done within the maze that is the bureaucracy, to the detriment of the people of California.

*Coordination* is essential if government is to leverage its resources to improve the lives of the people of California. Yet, in the Health and Human Services Agency, redundant information about clients is collected by multiple departments and stored in 60 different computer systems. There are logical efficiencies that could be achieved if these systems were coordinated. Unfortunately, obvious system improvements have been put off due to bureaucratic inertia and a tendency to focus on narrow program needs rather than agency-wide requirements.

The need for a new organizational framework is also highlighted by the impending human capital crisis that is facing California state government. In the next three to five years, more than one-third of the state's workforce is expected to retire (more than 70,000 people). In the senior civil servant ranks, the challenge is even more pronounced as 67 percent of these employees are currently eligible for retirement.

### ***An Action Plan for California State Government***

To address these problems and meet the challenges of the 21<sup>st</sup> century, a new organizational framework for California state government is necessary.

Specifically, this framework should be guided by two principles:

- **Programs should be aligned by function.** Similar and related activities should be brought together to identify duplication of roles and share best practices. This will improve the effectiveness, impact and overall performance and productivity of state government; and
- **Administrative services should be consolidated.** Common internal services, like human resources, purchasing and accounting, should be consolidated to achieve economies of scale and reduce duplication.

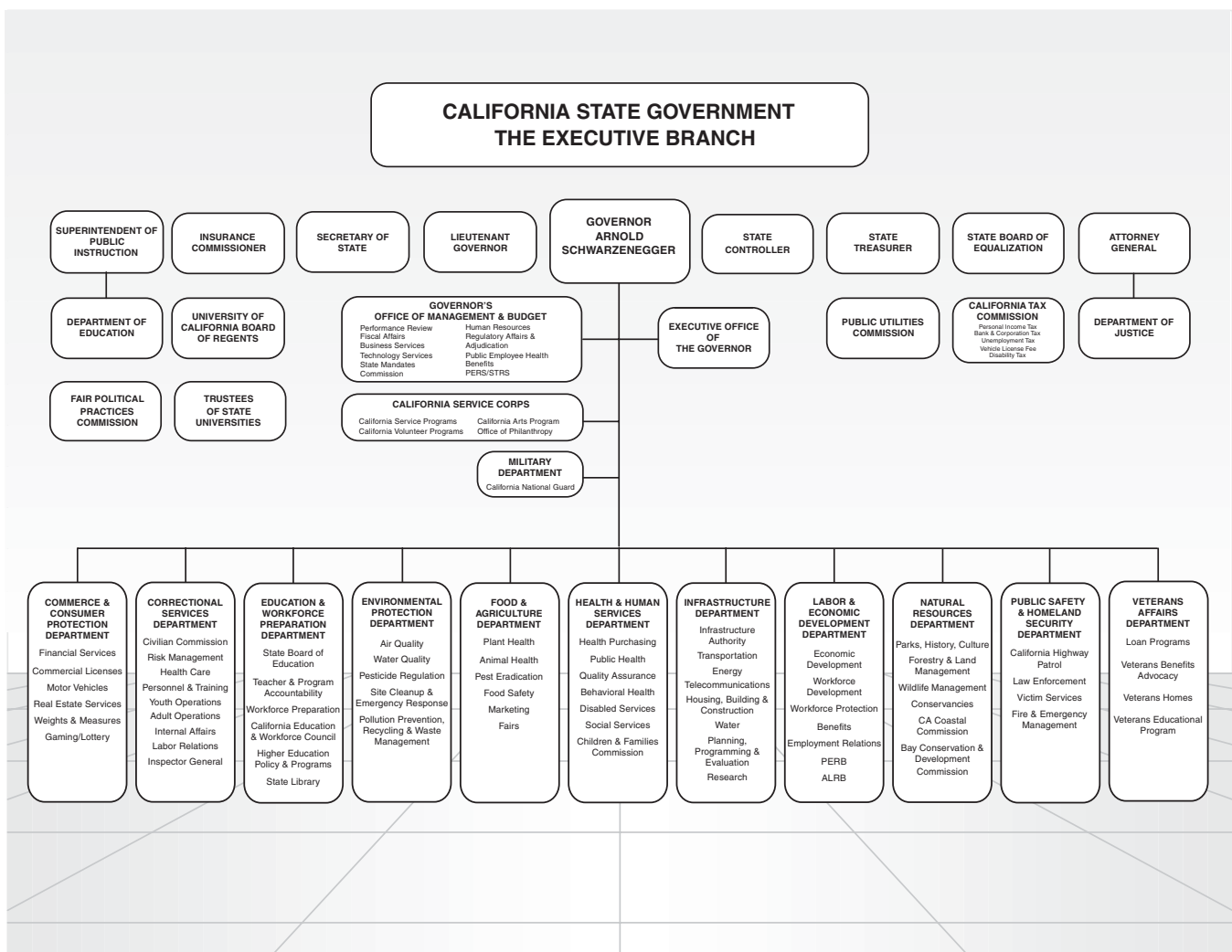
It is important to underscore that the goal of these changes is not to eliminate state jobs. The Executive Branch and the Legislature have worked in recent years to resolve California's fiscal crisis through policies that cut state employment or limited its growth. While these policies were deemed necessary during the peak of fiscal adversity, they did not address the fundamental problems that the recommendations of the Performance Review and this new organizational framework will solve.



This framework, depicted in Exhibit 2, has five elements:

1. Abolishes more than 100 boards and commissions;
2. Establishes an office to oversee statewide operational activities;
3. Consolidates the administration of motor vehicle, corporate and personal income taxes under the authority of a single commission;
4. Centralizes independent community service and volunteer programs in one organization; and
5. Realigns the existing agencies and departments into 11 integrated departments.

**Exhibit 2**



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The following are the integrated departments proposed within this framework:

- Health and Human Services;
- Education and Workforce Preparation;
- Labor and Economic Development;
- Public Safety and Homeland Security;
- Environmental Protection;
- Infrastructure (including energy, housing, transportation routes and water);
- Natural Resources;
- Commerce and Consumer Protection;
- Correctional Services;
- Food and Agriculture; and
- Veterans Affairs.

Specifically, this framework drives toward performance-based government through an Executive Branch that is:

- Accountable and accessible to the people;
- Strategically oriented and focused on productivity;
- Reflective of the priorities and values of the people of California; and
- An efficient user of taxpayer dollars.

At its heart, this organizational framework efficiently structures government to meet the demands of modern California and aligns functions as closely as possible to the major purposes of state government. This framework eliminates significant areas of duplication and clearly aligns responsibilities.

The subsequent chapters of this report discuss the reasoning for this organizational alignment (further discussed in specific issue papers), the benefits this reorganization should derive, as well as the specific management goals and functions of the proposed departments.

### ***Creating the First 21<sup>st</sup> Century Government in America***

The people of California know that government plays a vital role in our state's economy. They want government to build roads, provide public schools and apprehend and rehabilitate criminals. They want a government that provides for society's most vulnerable members—children, the elderly, the disabled and the economically disadvantaged. By the same token, they do *not* want a government that is wasteful, inefficient or a drag on the economy.

California faces great challenges and great opportunities for reform.

Some people honestly believe these difficult times are the proof that California's best days are behind us. We fundamentally reject that idea.



California *is* tomorrow. Our brightest days are ahead of us and this great state is still the home to millions of hopes and dreams. But to get there, our government must change to reflect the demands of our modern world.

This framework is an important first step towards establishing a government that serves the people, a government that embraces innovation and demands accountability.

The process of implementing this new framework will not happen overnight, but when the transformation is complete Californians will have the first 21<sup>st</sup> century government in America.





### Implementing the New Framework

The organizational framework proposed by the California Performance Review is ambitious. It will not occur overnight. It involves radically changing the way the state's 215,000 employees work as well as the framework in which they work.

The successful implementation of this reorganization proposal will require the state to make significant investments in time, training and technology. To guide this effort the Governor should:

- **Establish mechanisms to engage the people of California.**  
The successful implementation of this transformation will involve the active engagement of California's residents, businesses and institutions. Through this process the impact of the transformation will be measured. This dialogue should be initiated through forums and town hall meetings held across the state in the coming months;
- **Establish cabinet-level policy coordinating councils to guide integrated policy development.**  
Councils should be established on important areas such as: Education and Workforce Preparation, Information Technology, Realigning Health and Human Service Programs and Smart Growth. These councils should have a formal structure, draw on people from the private sector and all levels of government and have outcome-based missions;
- **Establish a project office to support the implementation of the reorganization and policy recommendations of the Performance Review.**  
The project office should establish, together with state agencies, implementation plans including targets and milestones, track the progress of implementation, and share best practices and experiences across the new integrated departments and report progress on a regular basis; and
- **Require departments to establish a small core project team of change agents to manage implementation.**





# Chapter 2

## The Department of Health and Human Services

### **INTRODUCTION**

The greatness of a state is judged, in part, by how well it treats those least able to help themselves—children, the poor, the disabled and the elderly. A great state lifts up all of its citizens. It provides a hand up, not a hand out. In this area California is failing.

After two decades without significant change, California's Health and Human Services Agency is a maze of overlapping and confusing programs. Often people do not know where to turn for help, or must negotiate a bureaucracy that wastes time and money and diminishes the dignity of those in need of assistance. Given the importance of these programs, these problems cannot be allowed to continue.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

An analysis by the California Performance Review found three core problems with the current organization of the Health and Human Services Agency:

**1. Responsibility for Agency functions is scattered among numerous departments.**

For example, businesses involved in health or community care have to contact different entities to become licensed. There are two different departments with responsibility for nutrition. Healthcare data is collected by multiple departments within the agency and stored in 60 different information systems. Within this fractured system, it is difficult for even the best-intentioned people to coordinate programs and activities.

Many people within the current organizational structure are very good at what they do. But when responsibilities are dispersed among so many entities, these individuals are not able to leverage their talents to get the best results for the state in important areas like healthcare purchasing.

**2. There is significant duplication of common administrative and leadership functions.**

Currently, separate eligibility determinations are made for the Food Stamps, Medi-Cal and CalWORKs programs. By consolidating eligibility determination it would be possible to reduce fraud and free up personnel who could be better deployed to deliver services to program recipients.

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**3. The current organizational structure is a remnant of the 1970s that does not reflect modern developments and best practices in health and human services.**

Service delivery has undergone many changes in the last 30 years, including the switch from welfare being an entitlement to being a work transition program and the shift from Medi-Cal being a fee-for-service system to being administered through managed health plans. The collection of child support payments has become a major responsibility of the Agency. Unfortunately each of these changes has come with additional responsibilities that have just been tacked onto the Agency. As a result, the organization no longer reflects coherent priorities.

**PROPOSED ORGANIZATIONAL IMPROVEMENTS**

To solve these problems, the Health and Human Services Agency and its constituent departments should be reorganized into one integrated Department with centers focused around core functions. By doing this, the Department should be able to eliminate duplication and provide better service delivery in each Center.

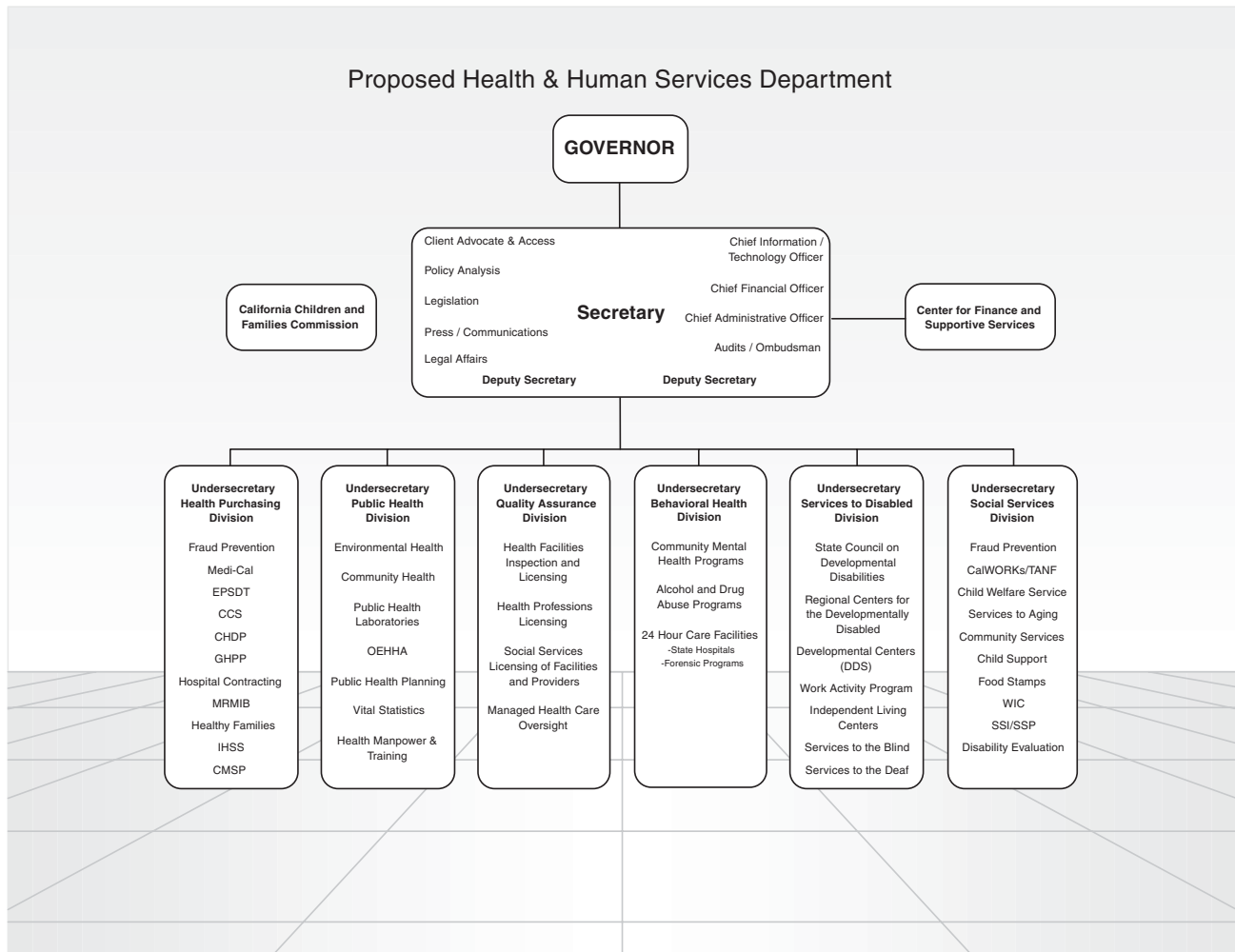
The Secretary of the Health and Human Services Department should be responsible for coordinating all of the activities within the Department and providing the overall strategic leadership necessary to make California's services the best in the nation. The Department should have six goals:

1. To assure all Californians that the state's public health systems will respond effectively and without delay in the event of any outbreak of disease or bioterrorism;
2. To operate state facility and health professional licensing programs in a way that protects consumers and applies fair and rational licensing standards;
3. To build an organization that better addresses the common linkages between mental health problems and substance abuse problems;
4. To recognize the priority of providing both developmental and physical rehabilitation services to California's disabled community;
5. To provide effective assistance to any family that needs support from government on a temporary basis due to unforeseen circumstances; and
6. To ensure that taxpayers get the best value possible for the health services purchased by the state.

To implement these strategic goals, the Health and Human Services Department should be composed of the following seven entities: the Office of the Secretary, the Center for Health Purchasing, the Center for Public Health, the Center for Behavioral Health, the Center for Services to the Disabled, the Center for Social Services and the Center for Finance and Supportive Services. This organizational framework is depicted in Exhibit 3. The management goals, proposed functions and transferred functions of the offices and centers of the proposed Department should be as follows:



### Exhibit 3



#### A. Office of the Secretary

- 1. Management Goal:** The Secretary of Health and Human Services should serve as the policy level executive for all programs and as the primary point of accountability, reporting directly to the Governor, for the management of health and human services programs. The Office of the Secretary should bring together common functions that cut across the various health and human services programs operated within the Department.
- 2. Proposed Functions:** The Department should be strengthened with the following entities housed within the Secretary's office: Office of Policy Analysis, Office of Health and Human Services Information, Chief Counsel, Office of Communications and Public Information, Office of Client Advocacy and Chief Fiscal Officer. These functions should be part of the Health and Human Services Department to provide cross-cutting policy

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and strategic direction for the operation of programs. The Office of the Secretary should also serve as the principal communication link between the Governor and the constituent units of the Department.

3. **Transferred Functions:** The following functions should be transferred from multiple agencies within state government, and should be linked with similar functions in the various centers, as described below:
- Authority for the health professions licensing boards that are currently in the Department of Consumer Affairs should be transferred from the State and Consumer Services Agency;
  - Authority for the oversight of the programs administered by the Office of Environmental Health Hazard Assessment should be transferred from the California Environmental Protection Agency;
  - Authority for the California Medical Assistance Commission should be transferred from the separately established commission to the Secretary of Health and Human Services; and
  - Authority for the programs in the Department of Managed Health Care should be transferred from the Business, Transportation and Housing Agency.

#### ***B. Center for Health Purchasing***

1. **Management Goal:** This Center should maintain and improve the system of health care and insurance support for Californians. This Center should be committed to maximizing California's purchasing power to achieve the "best price" and the "best service" in the delivery of health services.
2. **Proposed Functions:** This Center should bring together health delivery and health purchasing programs into one organization. This consolidation should maximize the depth of experience in healthcare programs and should allow for the exchange of best practices among the healthcare and health insurance programs.
3. **Transferred Functions:** The California Medical Assistance Commission should be abolished and its functions should be transferred to the Secretary of Health and Human Services. Functions that should be included in this Center are the existing health delivery and insurance programs in the current Health and Human Services Agency, including: Medi-Cal, California Children's Services, Child Health and Disability Prevention, Genetically Handicapped Persons, County Medical Services and In-Home Support Services Programs. The Managed Risk Medical Insurance Program, the Access for Infants and Mothers Program and the Healthy Families Program, which are currently part of the Managed Risk Medical Insurance Board, should also be transferred to this center.



### **C. Center for Public Health**

1. **Management Goal:** The goal of this Center should be to prevent disease and premature death and to enhance the health and well-being of Californians. Leadership is needed to advise the Secretary of Health and Human Services and the people of California on current and emerging public health issues that have a major impact on the health of Californians.
2. **Proposed Functions:** This Center should consolidate the core public health functions of the state into one organization that reports directly to the Secretary of Health and Human Services. This Center should include significant skill and experience in public health activities and should provide direction to the state and local public health activities and organizations. This Center should also include vital records, health manpower activities, communicable disease programs, health information and promotion programs and public health laboratories.
3. **Transferred Functions:** The current public and environmental health programs from the Department of Health Services in the current Health and Human Services Agency should be the nucleus of this new public health effort. The functions of the Office of Environmental Health Hazards Assessment within the California Environmental Protection Agency should be transferred to this Center to strengthen the capacity to identify environmental health risks. Finally, the planning and manpower activities of the Office of Statewide Health Planning should be included as part of this Center.

### **D. Center for Quality Assurance**

1. **Management Goal:** The goal of this Center should be to provide licensing and oversight for businesses and consumers for health and human services. Consolidation should provide a consistent approach to the regulation of health care and human services in California.
2. **Proposed Functions:** The Center for Quality Assurance should consolidate the licensing activities for health facilities, community care facilities and health professions into one organization.
3. **Transferred Functions:** The current licensing functions from all departments in the current Health and Human Services Agency should be transferred into this Center. These activities include health facilities licensing from the Department of Health Services and community care licensing from the Department of Social Services. The authority of the health professions licensing boards currently part of the Department of Consumer Affairs should be transferred from the State and Consumer Services Agency. Authority for the programs in the Department of Managed Health Care should be transferred to this Center from the Business, Transportation and Housing Agency.

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### ***E. Center for Behavioral Health***

1. **Management Goal:** The goal of this Center should be to oversee the network of mental health and alcohol and drug treatment services provided in California. The main responsibility should be to oversee the application of state and federal laws in both county-operated programs and state-operated facilities.
2. **Proposed Functions:** The Center for Behavioral Health should incorporate the treatment programs for mental illness and alcohol and drug dependency in one entity for consistency of administration and interface with county governments. In addition, the expertise for the management of the state's mental health hospitals should be incorporated in this Center.
3. **Transferred Functions:** This Center should incorporate the programs from the Department of Mental Health and the Department of Alcohol and Drug Programs. The transfers should include the Community Mental Health and Alcohol and Drug Programs as well as the State Hospitals for the Mentally Ill.

### ***F. Center for Services to the Disabled***

1. **Management Goal:** The goal of this Center should be to provide a high quality continuum of care to the developmentally and physically disabled. The Center should be the focal point for California's special needs population.
2. **Proposed Functions:** The Center for Services to the Disabled should consolidate all services to the developmentally disabled and the physically disabled into one organization.
3. **Transferred Functions:** This Center should include services to the disabled from the Departments of Developmental Services and Rehabilitation. The specific programs in this area should include Regional Centers for the Developmentally Disabled, the Developmental Centers, the Work Activity Program, Independent Living Centers and Services to the Blind and Deaf.

### ***G. Center for Social Services***

1. **Management Goal:** The goal of this Center should be to oversee the delivery of benefits and services that foster self-sufficiency, dignity and well-being in the lives of Californians.
2. **Proposed Functions:** The Center for Social Services should consolidate the state's income support programs including child support, community development programs and social services programs for children, families and aging individuals. This Center should also be responsible for the entire spectrum of support services for children and



California's aging population; it should also incorporate planning the continuum of care for both of these population groups.

3. **Transferred Functions:** This Center should include the main programs of the Departments of Social Services, Aging, Community Services and Child Support Services. The programs in this Center should include: CalWORKs, Child Welfare Services, Child Support, Food Stamps, Supplemental Security Income, Services to the Aging and low-income energy grants.

#### ***H. Center for Finance and Supportive Services***

1. **Management Goal:** The goal of this Center should be to provide superior technical, financial and administrative support services through a shared services model.
2. **Proposed Functions:** The Center for Finance and Supportive Services should consolidate the financial, technology, human resources and other support services for the centers in the Department and should provide technical support for county service providers.
3. **Transferred Functions:** This Center should incorporate all administrative and technical support services that are within the entities that comprise the current Health and Human Services Agency. Specifically, technology, business services, personnel services and accounting services of the existing departments within the Agency should be consolidated into this Center.





# Chapter 3

## The Department of Education and Workforce Preparation

### **INTRODUCTION**

California could once lay claim to the finest public schools in the country and a higher education system unparalleled in the world. California's innovative graduates drove the information technology revolution and have transformed the American economy. But the demographic, fiscal and political realities of the last two decades have taken their toll. The stature of California's schools has fallen; colleges and universities are struggling to keep up with enrollment demands and the economy, though recovering from the recent downturn, is a shadow of its former self. More than ever, the state needs a skilled, trained and educated workforce. Instead, California employers are forced to look outside the state for employees with skills necessary to compete in the global economy.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

The California Performance Review found two core issues contributing to the current problems with the California's education system:

#### **1. California's education system lacks coordination.**

California's educational institutions are supposed to work together. High schools should prepare students for work or higher education. California's community colleges should prepare students for jobs or for further education. Unfortunately, schools and colleges are not coordinated in their efforts to prepare students. For example, students are graduating from high school without the math and English skills required by colleges, and course requirements at community colleges are not linked to the CSU and UC systems, forcing many students to take the same classes multiple times.

More than 20 state entities are responsible for education and workforce preparation policy. The work of these entities overlaps and results in duplication of roles, efforts and resources that could be spent in the classroom.

In addition, no one person is responsible for developing policies to improve California's education and training system or for coordinating all these disparate groups.

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**2. Education policies are not aligned with workforce preparation programs and the needs of employers.**

Community colleges and universities are a critical provider of the training that Californians need to succeed in the 21<sup>st</sup> century economy. But the courses offered at the state's public colleges and universities are not based on the state's labor force needs or projections of future trends.

***PROPOSED ORGANIZATIONAL IMPROVEMENTS***

To solve these problems, many of California's various education boards, commissions, agencies and other bodies should be consolidated into one integrated Department of Education and Workforce Preparation. The Department should serve as the central source for education policy analysis, policy development and coordination. The Governor should work closely with the Superintendent of Public Instruction, the UC system, the CSU system, the California Community College system, the Secretary for Labor and Economic Development and the Secretary for Education and Workforce Preparation to develop a comprehensive solution to California's education and job training problems.

The mission of the Department of Education and Workforce Preparation should be to provide the vision and support necessary to ensure a coordinated and effective approach to policy development and program implementation across the continuum of education in California aligned with the state's workforce needs. Under the leadership of the Secretary for Education and Workforce Preparation, the new Department should have four strategic goals:

1. To develop, implement and disseminate coherent policy for Pre-K to 20 education;
2. To ensure that California's education system is coordinated with the growing needs of the labor market for skilled, educated workers;
3. To ensure the effectiveness and accountability of California's educational programs and their providers; and
4. To establish coherent fiscal policy and performance-based budgeting strategies tied to education policy and desired educational outcomes.

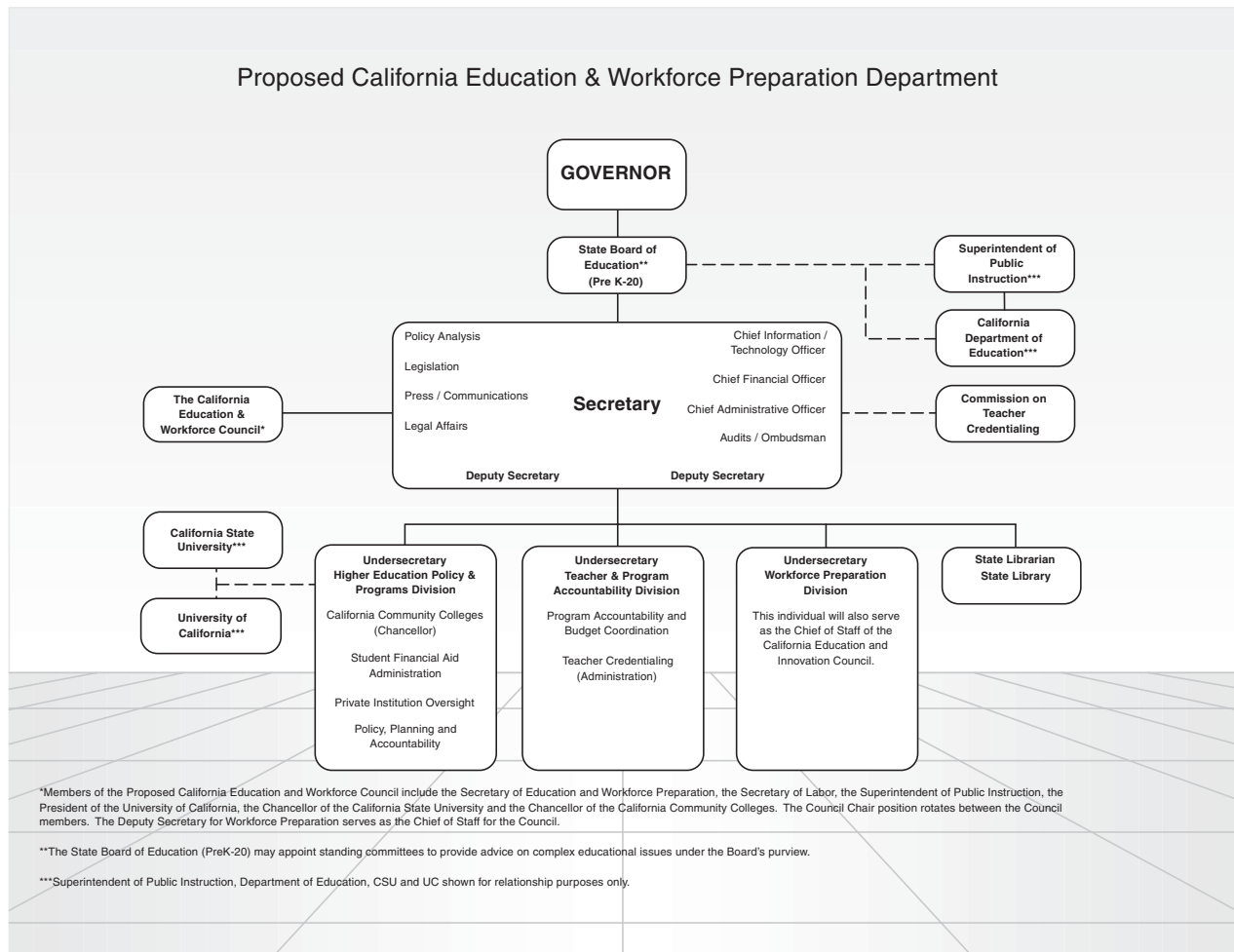
The integrated Department should have four divisions: a Division of Higher Education; a Division of Teacher and Program Accountability; a Division of Workforce Preparation; and the California State Library. This organizational framework is depicted in Exhibit 4 and described more fully below.

***A. State Board of Education***

The California State Board of Education should continue to serve as the policy board for the California Department of Education. In addition, the State Board of Education should unify policy across the Pre-K to 20 education spectrum and should serve as the governing and oversight board of the Department of Education and Workforce Preparation.



## Exhibit 4



### B. Office of the Secretary

- 1. Management Goal:** The goal of the Secretary should be to establish the vision, goals and strategies that guide public policy for California's education and workforce preparation system. The Secretary should also bring together functions that have previously operated in relative isolation from one another.
- 2. Proposed Functions:** The Secretary for Education and Workforce Preparation should serve as the chief operating officer of the Department of Education and Workforce Preparation. The Secretary should be the primary point of accountability, reporting directly to the Governor, for the management of the Department.

The Secretary should advise and assist in the implementation of major policy and program matters. The Office of the Secretary should also serve as the principal communication link between the Governor and the constituent units of the Department.

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To assist in the fulfillment of these responsibilities, the Governor should establish, by Executive Order, an Education and Workforce Council chaired by the Secretary for Education and Workforce Preparation and including the Secretary of Labor and Economic Development, the Superintendent of Public Instruction, the President of the University of California system, the Chancellor of the California State University system and the Chancellor of the California Community College system. The Council should assist in aligning California's education systems with the state's economic and workforce needs.

Specific functions to be performed within the Office of the Secretary should include personnel management, intergovernmental liaison, strategic planning, communications and budget review.

Many of the entities that should be consolidated into the Department have been governed by independent boards or commissions appointed by the Governor and the Legislature. Most of these independent boards should be eliminated. Conflict should not dominate education governance. The Secretary for Education and Workforce Preparation should be responsible for taking decisive, well informed action and should seek advice and counsel from professionals in the field to ensure that knowledge and expertise continue to inform the decision-making process.

3. **Transferred Functions:** All of the existing authority and duties of the boards, commissions and departments consolidated into this Department should be transferred to the Secretary for Education and Workforce Preparation.

### ***C. Division of Higher Education Policy and Programs***

1. **Management Goal:** The goal of the Higher Education Policy and Programs Division should be to serve the people of California by planning for the future of higher education in this state and by coordinating resources, policies, programs and services across all systems of California public higher education. This consolidation should better align and coordinate state policies affecting all facets of California higher education, thereby providing the following specific advantages for California students, the general public and policymakers:
  - Greater efficiency in state operations stemming from a single state-level department rather than a series of separate state boards, commissions and other entities;
  - A single point of contact to address questions and concerns relating to postsecondary education institutions and student financial aid programs;
  - Incorporation of student financial aid policy, planning and delivery into a single department;
  - Integration of information to better inform postsecondary education policy issues and funding decisions;



- Greater direction and coordination of the California Community College system to address the state's education and workforce needs; and
- Alignment of public and private sector resources as part of the education planning process for the state.

**2. Proposed Functions:** The Division of Higher Education should consist of four discrete units, each of which should work in concert with one another to improve policies and services for California's students, businesses, and the general public. These four units should include:

- A Chancellor's Office for providing policy direction and oversight of California's Community Colleges;
- A unit dedicated to policy development, planning and accountability for California's higher education system;
- A unit dedicated to improved and streamlined oversight of California's private postsecondary education institutions; and
- A unit dedicated to the administration of student financial aid programs.

The Division of Higher Education Policy and Programs should:

- Monitor effective use of the state's higher education resources;
- Serve as a clearinghouse of data and information concerning all aspects of California higher education;
- Collect, analyze and disseminate salient findings concerning higher education in California;
- Develop policy direction and regulations for the California Community College system;
- Conduct policy research, especially on those issues affecting multiple educational systems;
- Develop long-range plans for California's higher education system to address future education and workforce needs;
- Administer student financial aid programs;
- Regulate private postsecondary education institutions consistent with existing law;
- Administer cross-system programs; and
- Advise the Governor and the Legislature on higher education budget and policy matters.

**3. Transferred Functions:** The functions of the California Community College Chancellor's Office, the California Postsecondary Education Commission, the California Student Aid Commission, the State Board of Guide Dogs for the Blind and the Bureau for Private Postsecondary and Vocational Education, with the exception of responsibility for the approval of educational programs for veterans, should be transferred to this Division.

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#### ***D. Division of Teacher and Program Accountability***

1. **Management Goal:** The goal of the Division of Teacher and Program Accountability should be to ensure coherence in Pre-K to 12 education policy, align education spending with state policy objectives and ensure the quality of California's education workforce.
2. **Proposed Functions:** There should be two units within the Division of Teacher and Program Accountability: Program Accountability and Budget Coordination; and Teacher Credentialing. The Program Accountability and Budget Coordination unit should:
  - Provide long-range analysis and planning for meeting the Pre-K to 12 educational needs of all Californians;
  - Provide policy and fiscal advice, based on data analysis, that represents the public interest in California's Pre-K to 12 education systems;
  - Evaluate the extent to which all public education institutions are operating consistent with state policy priorities; and
  - Advise the Secretary and the Administration on the potential and actual impacts of major education policy proposals or initiatives.

The Teacher Credentialing unit should provide staffing and administrative support to the Commission on Teacher Credentialing. The Commission on Teacher Credentialing should remain as an independent policy board, but administrative support and oversight of the body should be transferred to the Secretary for Education and Workforce Preparation.

3. **Transferred Functions:** The Division of Teacher and Program Accountability should bring together work that has previously been the purview of the Education Audit Appeals Panel, the recently established California Quality Education Commission and the administration of the Commission on Teacher Credentialing.

#### ***E. Division of Workforce Preparation***

1. **Management Goal:** The goal of the Division of Workforce Preparation should be to better align and coordinate California's education and workforce preparation policies, programs and initiatives.
2. **Proposed Functions:** The primary functions of the Division of Workforce Preparation should be to:
  - Consult with leaders in education, business and industry to coordinate education and workforce preparation programs;
  - Staff the Education and Innovation Council;
  - Assure that business and industry participate in the development of skills standards specifying what employees must know and be able to do within major industries



and occupations. These standards should drive and direct efforts to coordinate education programs with the needs of employers; and

- Serve as the designated state entity to receive federal funding to provide career guidance throughout California and to provide career development resources to students, parents, teachers, administrators, counselors and others.

3. **Transferred Functions:** The California Occupational Information Coordinating Committee (renamed the California Career Resource Network in January 2004) should be moved into the Department of Education and Workforce Preparation to support this Division.

#### ***F. California State Library***

1. **Management Goal:** The goal of the California State Library should continue to be serving as the State's main public research library, preserving historical government documents and legislative records and providing assistance to other public libraries.
2. **Proposed Functions:** The California State library should be responsible for:
  - Collecting, preserving, generating and disseminating a wide array of information;
  - Serving as the central reference and research library for state government and the legislature;
  - Advising, consulting with and providing technical assistance to and outreach programs for California's public libraries;
  - Directing state and federal funds to support local public libraries and statewide library programs; and
  - Developing automation systems to improve resource sharing and access to information.
3. **Transferred functions:** The functions of the California State Library should be transferred intact to the Department of Education and Workforce Preparation.





# Chapter 4

## The Department of Labor and Economic Development

### **INTRODUCTION**

Good jobs enable Californians to achieve their potential and contribute to the economic performance of the state. Unfortunately there has been too little economic growth and too few available jobs in the last several years. To bring jobs and economic growth back to California and to restore the business climate, the state must be attractive to companies. To do this, the government should provide a framework to enable businesses to grow and prepare workers with the skills necessary to compete in the 21<sup>st</sup> century.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

The California Performance Review identified three core issues, all of which result from a lack of coordination:

**1. Economic development programs are not coordinated.**

California has multiple entities responsible for economic development programs. For example, the Economic Strategy Panel, the California Film Commission, the Travel and Tourism Commission and the Enterprise Business Development Corporation are responsible for economic development. Many of them represent an industry-specific perspective; as a result, it is difficult to develop an overall economic strategy and allocate resources accordingly.

**2. Training programs are not coordinated.**

California has more than 30 different job training programs housed in 13 different state entities. This system makes it difficult to allocate resources based on an overall strategy and leaves citizens wondering where to go for the training that they need to gain employment.

A key insight of the Performance Review was that job training and economic development need to be connected. Under the current system, economic development functions are performed by the Business, Transportation and Housing Agency, whereas job training is provided through programs in the Labor and Workforce Development Agency. This creates a risk that workers will be trained for jobs that will not exist and that employers will be unable to find skilled workers.

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### 3. Multiple entities are responsible for resolving workplace disputes.

The variety of programs responsible for unemployment insurance, workers' compensation and occupational health and safety frustrates businesses attempting to comply with the law and workers that deserve benefits. In addition, the duplication of administrative functions results in additional and unnecessary costs to the state.

### **PROPOSED ORGANIZATIONAL IMPROVEMENTS**

To address these problems, the state's economic strategy and workforce development programs should be integrated into a Department of Labor and Economic Development. This should include the programs currently assigned to the Labor and Workforce Development Agency and the economic forecasting and development programs of the Business, Transportation and Housing Agency. The Department should be responsible for:

- Job, workforce and economic policy development;
- Business and industry promotion;
- Business and economic strategy planning;
- Labor market projections and analysis;
- Workplace protection; and
- Provision of labor-related benefits.

To create good jobs for Californians and meet the needs of employers, education and training should be linked with the best information about future economic trends. The Department of Education and Workforce Development should handle education and the training programs provided through the Community College system and other education agencies. The new Department of Labor and Economic Development should take the next step in linking workers with employers by identifying workforce trends, providing continuing training and support and helping employees and employers work together on the job.

The six separate entities currently operating economic development programs should coordinate their efforts to provide assistance to new businesses and to ensure that businesses have a voice in the creation of policies that affect their ability to operate profitably and offer quality employment opportunities to the people of California.

In addition, the Department should have an office that integrates all of the various appellate programs—Unemployment Insurance, Workers' Compensation and Occupational Safety and Health—to ensure that decisions are fair and consistent and provide flexibility in assignments to prevent backlogs. The Department should centralize administrative support functions to ensure that all the operating divisions concentrate on achieving program success.

The Department of Labor and Economic Development should be evaluated in the context of the following business and employment goals:

- Attracting new businesses to California;
- Improving the business climate to retain businesses in California;



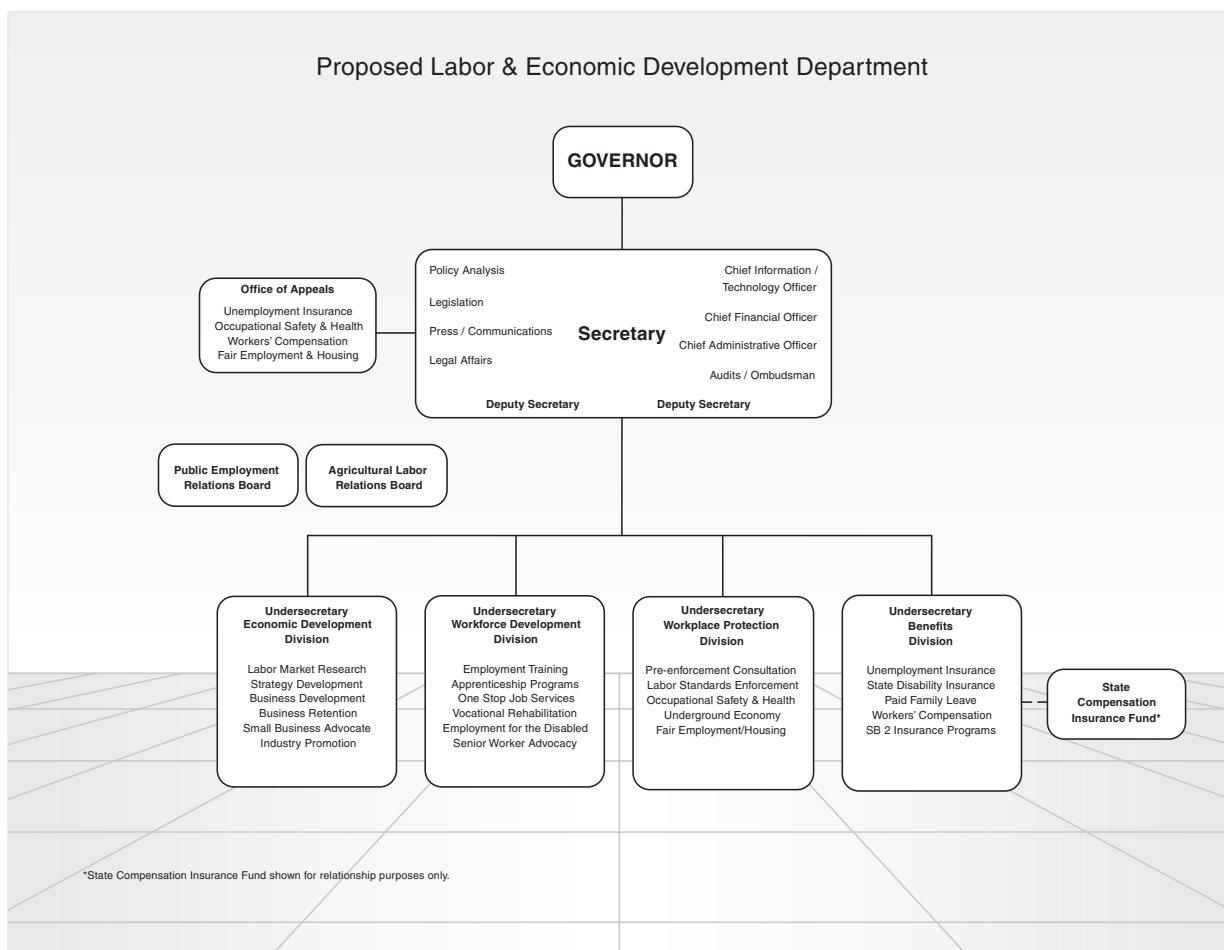
- Developing a workforce that meets the needs of employers; and
- Increasing the skill set of workers so they can obtain high-quality, high-paying jobs that allow them and their families to prosper.

A unified Department of Labor and Economic Development should improve the state's ability to achieve these goals. In addition, the Department should:

- Protect the safety of workers;
- Serve as the primary point of accountability for economic and workforce development;
- Create a stronger connection between economic forecasting and worker preparation (e.g. provide a more rapid response when economic characteristics require a change in worker preparation); and
- Eliminate duplication and expense.

The components of the Department, as depicted in Exhibit 5, should include:

**Exhibit 5**



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## **A. Office of the Secretary**

1. **Management Goal:** The Secretary should be charged with achieving the Department's goals and serve as the primary point of accountability for the management of the programs in the Department of Labor and Economic Development.
2. **Proposed Functions:** The Secretary should fulfill all Agency Secretary and Department Director roles. The Secretary should also advise and assist in the implementation of major policy and program matters and be the principal communication link between the Governor and the constituent units of the Department.

Cross-cutting and coordinating responsibilities should rest with the Office of the Secretary. To this end, the majority of the appointed boards and commissions that exist in the economic and workforce development effort should be eliminated. The Secretary should meet with industry representatives and the public on an ad hoc basis, asking for comments and guidance as necessary.

Specific functions to be performed within the Office of the Secretary should include the following administrative functions: fiscal and budget operations, personnel management, intergovernmental liaison (including the Legislature, local and national governments, and other parts of the state executive branch), information technology, strategic planning, public affairs and communications.

### **3. Transferred Functions:**

- Authority for the oversight of the Employment Development Department (except tax collection) and the Department of Industrial Relations should be transferred from the Labor and Workforce Development Agency;
- Authority for the oversight of the Department of Fair Employment and Housing should be transferred from the State and Consumer Services Agency;
- Authority for the Vocational Rehabilitation Program in the Department of Rehabilitation should be transferred from the Health and Human Services Agency;
- Authority over the many labor and economic development boards and commissions should be transferred to the Department of Labor and Economic Development, including: California Unemployment Insurance Appeals Board; Workers' Compensation Appeals Board; Industrial Welfare Commission; Commission on Health Safety and Workers Compensation; California Workforce Investment Board; Employment Training Panel; Career Technology Commission; Occupational Safety and Health Appeals Board; and Fair Employment and Housing Commission; and
- A reporting relationship should be established between the Division and the Public Employment Relations Board and the Agricultural Labor Relations Board.



## **B. Economic Development Division**

1. **Management Goal:** An economic strategy should be developed and implemented that considers state, regional and local needs and includes short-term and long-term economic policy goals with measurable outcomes. Goals should include increased per capita income, job growth, business creation, private sector investment and small business entrepreneurship.
2. **Proposed Functions:** The Economic Development Division should coordinate and oversee economic development programs and implement the state's economic strategy. This Division should partner with businesses, the education community and federal, regional and local governments on economic development and to ensure curricula are aligned with employer needs. Additionally, this Division should prioritize economic development spending on areas of strategic importance, develop and analyze workforce and economic data and evaluate economic development spending based on outcomes.
3. **Transferred Functions:** The Labor Market Information Division in the Employment Development Department and the Division of Labor Standards Research in the Department of Industrial Relations should be combined to become the Labor Market Research Office in this Division. The functions of the Economic Strategy Panel should be moved to this Division for the purpose of developing economic strategy for the state. The functions of the CalBIS unit in the Employment Development Department, as well as the small business programs of the Office of Planning and Research, should be transferred to this Division. A reporting relationship should be established with the Film Commission and the Travel and Tourism Commission to coordinate economic development efforts.

## **C. Workforce Development Division**

1. **Management Goal:** The goal of this Division should be to create a customer-focused and accountable workforce development system accessible to all Californians to ensure that workers have the skills necessary to compete in the global economy.
2. **Proposed Functions:** The Workforce Development Division should use the information and insight of the Economic Development Division to prepare California workers with the skills that employers require. This Division should coordinate Workforce Investment Act One-Stops, employment training programs currently administered by the Employment Training Panel, apprenticeship programs and targeted training programs.
3. **Transferred Functions:**
  - The following programs should be transferred from the current Employment Development Department to the Workforce Development Division of the Department: Employment and Employment Related Services Program (including Job Service Division, Governor's Committee for the Employment of People with

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- Disabilities and the Senior Worker Advocacy Program), Welfare-to-Work Grant Program and Employment Training Panel Program;
  - The Vocational Rehabilitation Program from the Department of Rehabilitation should be transferred to this Division;
  - The Apprenticeship Standards Division of the Department of Industrial Relations and the functions of the California Apprenticeship Council should be transferred to this Division; and
  - Workforce Investment Act programs from all entities within the Labor and Workforce Development Agency should be transferred to this Division.

#### ***D. Workplace Protection Division***

1. **Management Goal:** The goal of the Division should be to provide workplace protection for employees and employers with a new emphasis on efforts to address occupational safety and health issues or labor related concerns in businesses to avoid costly closures or reductions in force.
2. **Proposed Functions:** The Division should protect against discrimination, underground business competition, unfair wage and working conditions and unsafe practices.
3. **Transferred Functions:** All parts of the Department of Industrial Relations, with the exception of the Division of Apprenticeship Standards and the Division of Labor Statistics and Research, should be transferred to this Division. Additionally, the functions of the Department of Fair Employment and Housing, the Industrial Welfare Commission and the Underground Economy Section of the Employment Development Department's tax branch should be transferred to this Division.

#### ***E. Benefits Division***

1. **Management Goal:** The goal of this Division should be to provide safety-net income support to workers who become unemployed, disabled or need to leave their jobs temporarily to attend to family members.
2. **Proposed Functions:** This Division should determine eligibility and make benefit payments. Payment of unemployment insurance, state disability insurance, Paid Family Leave benefits and workers' compensation should be linked to this Division.
3. **Transferred Functions:** The benefit payment functions of the Unemployment and Disability Insurance and the Paid Family Leave Programs should be transferred from the Employment Development Department. A liaison relationship should be established between this Division and the State Compensation Insurance Fund (SCIF) for the purpose of coordinating workers' compensation policy, procedures and payments.



### ***F. Office of Appeals***

1. **Management Goal:** The goal of the Office should be to provide appellate review of worker-related issues and claims.
2. **Proposed Functions:** The Office of Appeals should review decisions made in the program divisions that are related to occupational safety and health issues, workers' compensation, unemployment and disability insurance (except tax disputes), employee relations issues and discrimination in housing and employment.
3. **Transferred Functions:** The current functions of the following boards and commissions should be transferred to the Office of Appeals: the Occupational Safety and Health Appeals Board, the Workers' Compensation Appeals Board, the California Unemployment Insurance Appeals Board and the Fair Employment and Housing Commission.





# Chapter 5

## The Department of Public Safety and Homeland Security

### **INTRODUCTION**

Government's first and most important job is to protect its citizens from crime, terrorism, fires and other natural disasters. California has many fine agencies and individuals working hard to safeguard its citizens, but these activities have not been sufficiently coordinated and public safety suffers as a result.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

Four problems with the state's public safety efforts were identified, all of which revolve around a lack of coordination:

- 1. The command structure for emergency response is not unified.**  
Although all state agencies are supposed to follow a common plan in the event of an emergency, they all report to different people. The California Highway Patrol (CHP) is part of the Business, Transportation and Housing Agency. The Department of Forestry and Fire Protection, which works hand-in-hand with the CHP in the event of a fire, reports to the Secretary of the Resources Agency. In addition, public safety agencies do not have a common system to communicate in the event of an emergency.
- 2. California has multiple law enforcement entities with duplicative training programs.**  
More than 30 state departments and boards employ peace officers and multiple departments perform similar types of investigations, but there is no coordinated training for all of them. This results in a law enforcement system that inefficiently serves the public and exposes first responders to unnecessary danger.
- 3. The process for purchasing equipment and resources is not coordinated.**  
The California Highway Patrol purchases hundreds, sometimes thousands, of law enforcement vehicles each year. While CHP's consolidated purchasing results in better pricing, other state agencies with similar needs are not currently part of this system.
- 4. The provision of victims' services lacks coordination.**  
In the aftermath of a crime victims need help. California has enacted legislation to provide a variety of assistance programs. Unfortunately, funding for this is spread

across state government and victims of crime must navigate a system rife with conflicting and duplicative policies.

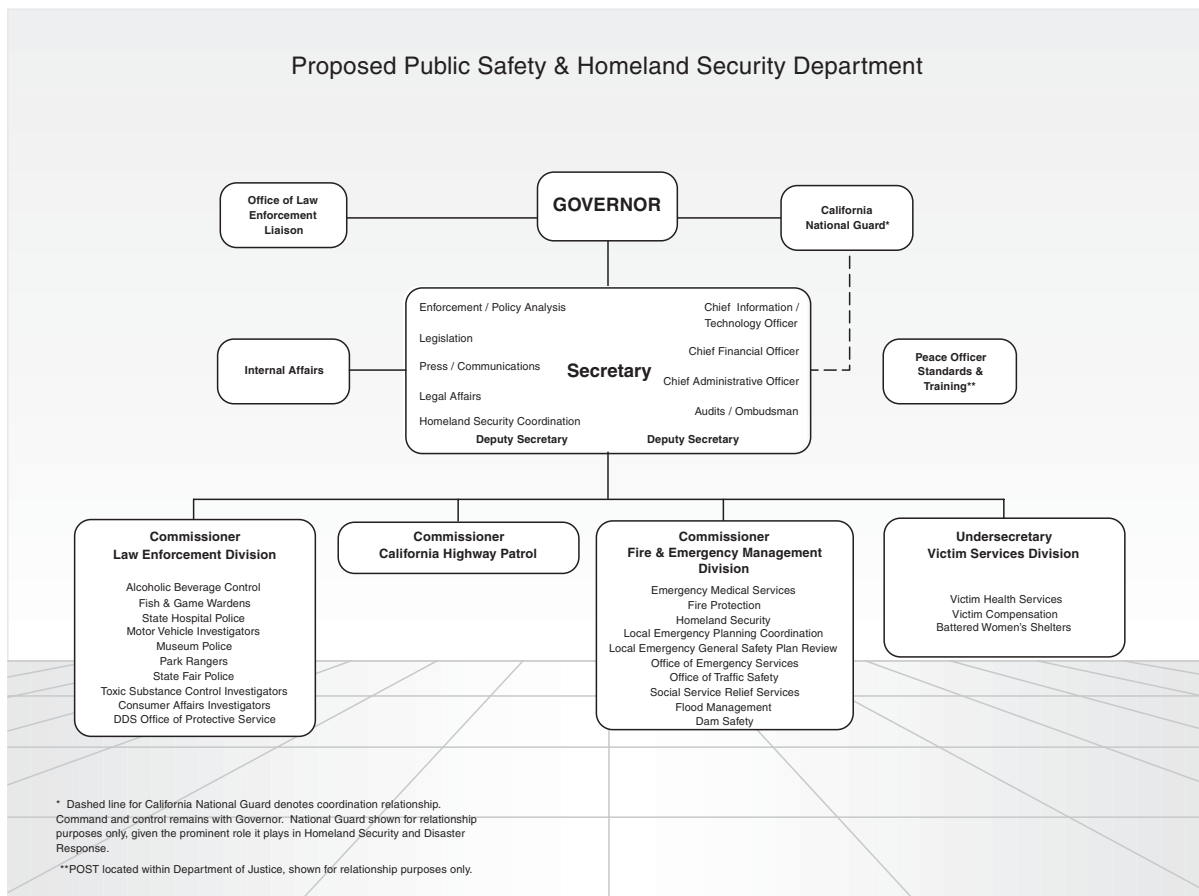
### **PROPOSED ORGANIZATIONAL IMPROVEMENTS**

To protect the safety of Californians, California's state public safety entities should be consolidated into one integrated Department of Public Safety and Homeland Security. This Department should be comprised of four divisions and one office that report to the Department Secretary, as follows:

- California Highway Patrol;
- Division of Law Enforcement;
- Division of Fire and Emergency Management;
- Division of Victim Services; and
- Office of Internal Affairs.

This organizational framework is depicted in Exhibit 6.

**Exhibit 6**





The components of the Department should have the following roles and responsibilities:

### **A. Office of the Secretary**

1. **Management Goal:** The Secretary should serve as the primary point of accountability for the management of law enforcement, emergency management and victims' services. The Office of the Secretary should also establish a unified command structure and overall coordination of services to manage the various programs and disciplines involved with any declared emergency.
2. **Proposed Functions:** The Secretary should advise the Governor and assist in the implementation of major policy and program matters. The Office of the Secretary should also serve as the principal communication link between the Governor and the divisions of the Department.

The specific functions that should be performed within the Office of the Secretary include: overseeing issues related to homeland security (coordinating state and local resources and requests), budget review of each division (planning and monitoring of expenditures), review of personnel management (establishing uniform training and performance standards), intergovernmental liaison (including the Legislature, local and national governments and other parts of the state executive branch), coordination between divisions and offices during emergencies and other operational conditions, information management coordination, strategic planning, public affairs and communications.

3. **Transferred Functions:** Authority for the oversight of the California Highway Patrol, the Division of Law Enforcement, the Division of Fire and Emergency Management and the Division of Victim Services should be derived from functions transferred, in part, from the Business, Transportation and Housing Agency; the Resources Agency; the Health and Human Services Agency; the Office of Homeland Security; the Office of Emergency Services; and the various departments, boards and commissions affected by this transfer.

### **B. California Highway Patrol**

1. **Management Goal:** The goal of the Division should be to ensure traffic safety and maintain responsibility for general law enforcement, homeland security and dignitary protection. To minimize disruption of these responsibilities, the California Highway Patrol should be transferred to the new department intact.
2. **Proposed Functions:** All existing functions and responsibilities of the California Highway Patrol should be included within this Division. In addition to its existing roles

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and responsibilities, the California Highway Patrol should also be responsible for the personnel management, training and administrative functions of the Department.

3. **Transferred Functions:** The existing functions and statutory authorities of the California Highway Patrol should be transferred from the Business, Transportation and Housing Agency to the Division.

### ***C. Division of Law Enforcement***

1. **Management Goal:** The goal of the Division should be to provide law enforcement and investigative services in a consolidated, coordinated and efficient manner.
2. **Proposed Functions:** The Division of Law Enforcement should consolidate law enforcement services currently performed by peace officers from eight different state organizations.
3. **Transferred Functions:** The specified functions of the following entities should be transferred to the Division:
  - Department of Alcoholic Beverage Control: The entire department and its functions should be transferred from the Business, Transportation and Housing Agency.
  - Department of Consumer Affairs: The enforcement functions associated with the Department of Consumer Affairs' California Medical Board, the Dental Board of California, the Contractors' State License Board, and the Division of Investigations should be transferred from the State and Consumer Services Agency.
  - Department of Developmental Services: Peace officer and enforcement functions of the Department of Developmental Services should be transferred from the Department and the Health and Human Services Agency.
  - Department of Fish and Game: Peace officer and enforcement functions of the Department of Fish and Game should be transferred from the Department and the Resources Agency.
  - Department of Motor Vehicles: Peace officer and enforcement and investigative functions of the Department of Motor Vehicles should be transferred from the Department and the Business, Transportation and Housing Agency.
  - Department of Parks and Recreation: Peace officer and law enforcement functions from the Department of Parks and Recreation should be transferred from the Department and the Resources Agency.
  - State Fair Police: Peace officer and law enforcement functions of the California Exposition Board should be transferred from the Department of Food and Agriculture to the Department of Public Safety and Homeland Security.
  - Department of Toxic Substances Control: Peace officer and enforcement functions of the Department of Toxic Substances Control should be transferred from the Department and Environmental Protection Agency.



#### **D. Division of Fire and Emergency Management**

1. **Management Goal:** The goal of the Division should be to provide statewide fire and emergency management services in a consolidated, coordinated and efficient manner.
2. **Proposed Functions:** This Division should have responsibility for statewide fire and emergency management services, including homeland security functions and federal grant management.
3. **Transferred Functions:** The functions of the following entities should be transferred to the Division from their current agencies:
  - Governor's Office of Emergency Services (OES): The related functions of OES should be transferred to the Department of Public Safety and Homeland Security.
  - California Department of Forestry and Fire Protection (CDF): The related functions of CDF should be transferred from the Resources Agency.
  - Office of Homeland Security: The functions of the Office of Homeland Security should be transferred to the Department of Public Safety and Homeland Security.
  - Emergency Medical Services Authority (EMSA): The functions of EMSA should be transferred from the Health and Human Services Agency.
  - Department of Social Services Disaster Section (DSSDS): The functions of DSSDS should be transferred from the Department of Social Services in the Health and Human Services Agency.
  - Department of Water Resources, Division of Flood Management and the Division of Safety of Dams: The functions of the Divisions of Flood Management and Safety of Dams should be transferred from the Department of Water Resources in the Resources Agency.
  - California Office of Traffic Safety (OTS): The functions of OTS should be transferred from the Business, Transportation and Housing Agency.

#### **E. Division of Victim Services**

1. **Management Goal:** The goal of the Division should be to coordinate and enhance the effectiveness of victim services funding, programs and compensation, which are currently fragmented and spread across a number of state organizations by:
  - Creating a single lead agency on crime victims' issues and improve coordination at the state level;
  - Providing stable leadership and a comprehensive vision on victims' issues;
  - Increasing avenues for collaboration among public and private victim service providers;
  - Maximizing the collection of restitution and acquisition of state and federal funds; and
  - Developing consistent criteria for awarding grants and coordinating the distribution of funds to the local level.

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2. **Proposed Functions:** This Division should consolidate victim services funding, victim service delivery and compensation for survivors of violent crimes.
  3. **Transferred Functions:** The functions of the following entities should be transferred to the Division from their current agencies:
    - Victim Services Branch, Office of Emergency Services: The functions of the Victim Services Branch should be transferred from OES.
    - Victim Compensation Program of the Victim Compensation and Government Claims Board: The victims compensation functions of the Board should be transferred from the State and Consumer Services Agency.
    - Battered Women’s Shelter Program: The functions of the Battered Women’s Shelter Program should be transferred from the Department of Health Services and the Health and Human Services Agency.

#### ***F. Office of Internal Affairs***

1. **Management Goal:** The goal of the Office should be to provide a comprehensive, standardized structure and process to investigate complaints of improper conduct or criminal activity among employees of the Department of Public Safety and Homeland Security.
2. **Proposed Functions:** The Office should establish a customer complaint process and a peace officer misconduct investigation process based on those now employed by the California Highway Patrol. These systems should exist to protect both the civil rights of citizens and those of peace officers, as provided under the Peace Officers Bill of Rights. Effective use of these processes should minimize litigation against the state and its public safety employees.
3. **Transferred Functions:** The functions of this Office should be carried out by personnel associated with internal investigation functions from the transferred departments.



# Chapter 6

## The Department of Environmental Protection

### **INTRODUCTION**

California once led the nation in its work to protect the environment. California passed the Air Pollution Control Act in 1947, five years before the federal government enacted comprehensive legislation regulating air pollution. Today, while California is still a pioneer in its efforts to protect the environment, the organization of its statewide environmental protection agency has fallen behind the times.

The California Environmental Protection Agency (Cal-EPA) was created in 1991 to reorganize California's environmental programs. Unfortunately, while the goal of the reorganization was to create an integrated environmental protection program, Cal-EPA continues to operate as a collection of boards and commissions without a unified environmental protection strategy. The way hazardous materials are regulated and toxic waste is cleaned up exemplifies the fragmented nature of California's public health and environmental protection efforts.

Three agencies within Cal-EPA, and other entities not under its control are principally responsible for toxic cleanup. Instead of added protection this fragmentation means agencies are not sure how many toxic cleanup sites exist; different cleanup processes and standards are used by each agency for the same toxic contaminants under identical circumstances; and, for any given cleanup, it is unclear which agency is responsible. Organizational obstacles have blocked ad hoc, intra-agency, and even legislative attempts to resolve this situation. Continuing population growth and development in California demand that efforts to keep the air, land and water clean must be efficient and focused.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

The California Performance Review found that the current organization of Cal-EPA has four key problems:

- 1. The current framework for environmental regulation lacks accountability.**  
Responsibility for environmental and public health protection is divided between 16 legislatively created independent boards and commissions, including: the Air Resources Board, the Integrated Waste Management Board, the Water Resources Control Board and the regional Water Resources Control Boards. The members of these boards and

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commissions are not accountable to the Secretary or the Governor. As a result, it is difficult to implement a coherent environmental protection policy.

**2. Environmental decisions do not reflect an integrated understanding of different types of pollution.**

Because each board or commission is responsible for a specific type of pollution, decision-makers do not focus on how their choices affect other areas of the environment. For instance, MTBE, a gasoline additive created to reduce air pollution, resulted in severe water pollution in the Santa Monica and Lake Tahoe basins.

**3. There is significant overlap in jurisdictional functions within Cal-EPA.**

For example, the Department of Toxic Substances Control and the regional Water Quality Control Boards both have jurisdiction over cleaning up certain hazardous materials in the land and water. This duplication wastes resources and makes responsibilities unclear.

**4. Environmental programs are dispersed throughout government.**

Responsibility for water quality, waste management, and responding to environmental emergencies are still split between the Department of Health Services, the Resources Agency and Cal-EPA.

***PROPOSED ORGANIZATIONAL IMPROVEMENTS***

The proposed framework would transform Cal-EPA from a collection of separate boards and commissions into an integrated Department of Environmental Protection to effectively protect California's environment.

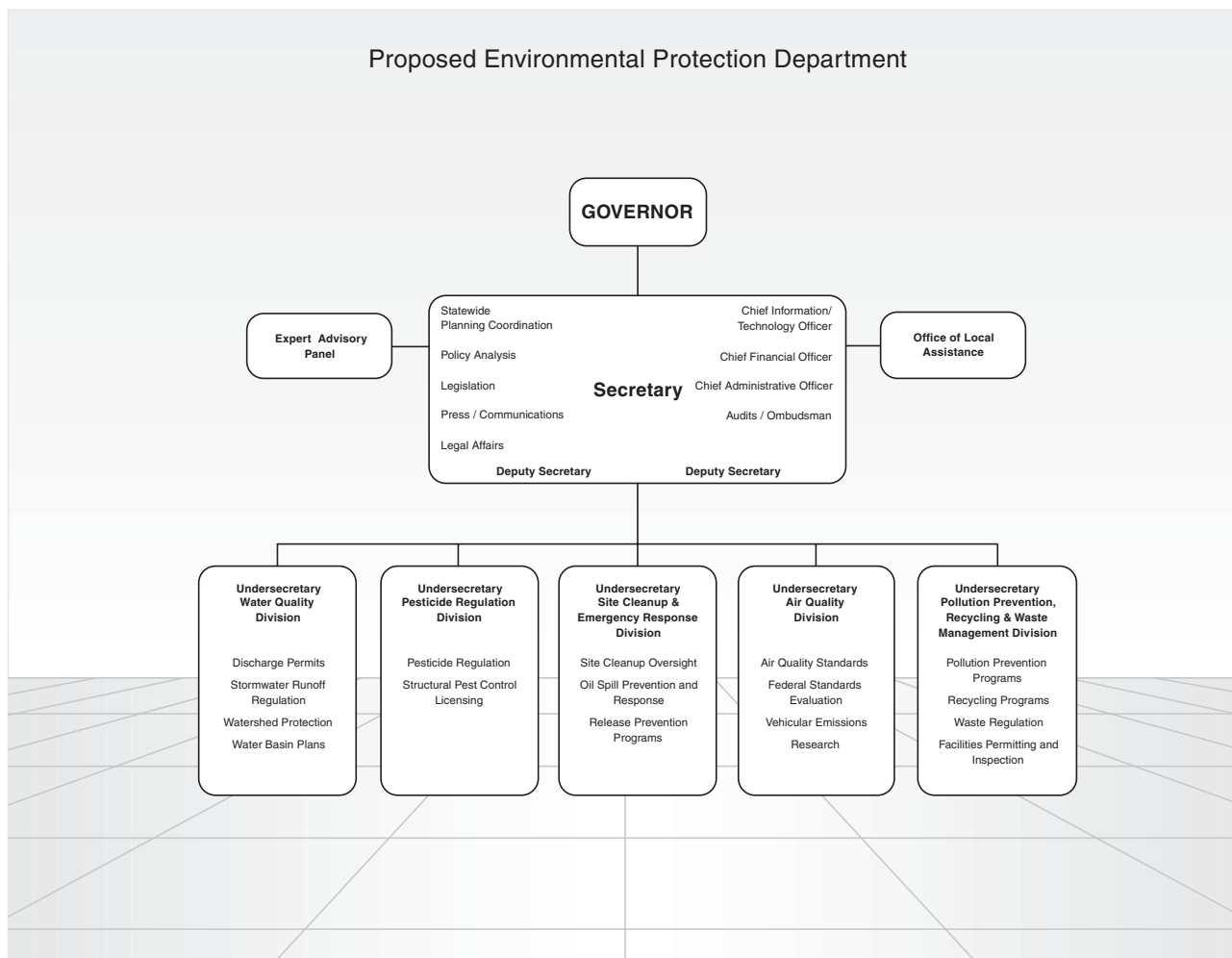
Specifically, the Department of Environmental Protection should include the following organizational units:

- Office of the Secretary for Environmental Protection;
- Division of Air Quality;
- Division of Water Quality;
- Division of Pollution Prevention, Recycling and Waste Management;
- Division of Site Cleanup and Emergency Response; and
- Division of Pesticide Regulation.

This organizational framework is depicted in Exhibit 7.



## Exhibit 7



### A. Office of the Secretary

- 1. Management Goal:** The Secretary of the Department of Environmental Protection should be directly accountable for the protection of California's environment. The Secretary should provide an integrated perspective on environmental protection that takes into account air, water, and solid waste pollution. The Secretary should also reduce overhead costs by consolidating administrative functions within the Department.
- 2. Purpose and Functions:** The Secretary should serve as the primary point of accountability for managing environmental protection programs, reporting directly to the Governor. The Secretary should lead the divisions within the new Department.

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3. **Transferred Functions:** All program support functions should be transferred to the Office of the Secretary, including administrative services (information technology, budgets and accounting, personnel and business services), legal counsel, public affairs, legislative affairs and regulatory and policy development from the boards, departments and offices of Cal-EPA.

#### ***B. Division of Air Quality***

1. **Management Goal:** The goal of the Division of Air Quality should be to keep California's air clean in the most efficient and effective way possible.
2. **Purpose and Functions:** The Division of Air Quality should protect air quality by establishing air quality standards for specific pollutants, developing and implementing plans to reach and maintain these clean air standards, evaluating federal standards, conducting research studies and setting emission limits for vehicular and industrial sources.
3. **Transferred Functions:** All functions of the Air Resources Board should be transferred to the Division of Air Quality.

#### ***C. Division of Water Quality***

1. **Management Goal:** The goal of the Division of Water Quality should be to protect California's water resources in a way that is accountable to the public.
2. **Purpose and Functions:** The Division of Water Quality should protect and restore water quality by issuing water discharge permits, regulating storm water runoff, protecting watersheds and producing water basin plans.
3. **Transferred Functions:** The water quality functions from the State Water Resources Control Board and nine Regional Water Quality Control Boards; and the Drinking Water Branch and the Shell Fish Monitoring Program from the Department of Health Services should be transferred to the Division of Water Quality.

#### ***D. Division of Pollution Prevention, Recycling and Waste Management***

1. **Management Goal:** The goals of the Division of Pollution Prevention, Recycling and Waste Management should be to regulate the disposal of solid waste to maximize recycling, minimize the impact of solid waste on the environment and help citizens and businesses do their part to protect the environment.
2. **Purpose and Functions:** The Division of Pollution Prevention, Recycling and Waste Management should administer pollution prevention and recycling programs; permit and inspect facilities and operations; and create policies and enforce laws and regulations for solid, hazardous, radiological and medical waste.



3. **Transferred Functions:** The following functions and programs should be transferred to the Division of Pollution Prevention, Recycling and Waste Management:
  - Division of Recycling from the Department of Conservation;
  - Diversion, Planning and Local Assistance Division from the Integrated Waste Management Board;
  - Waste Prevention and Market Development Division from the Integrated Waste Management Board;
  - Special Waste Division from the Integrated Waste Management Board;
  - Office of Pollution Prevention from the Department of Toxic Substances Control;
  - Hazardous Waste Management Program and the Hazardous Materials Laboratory from the Department of Toxic Substances Control;
  - Radiological Health Branch from the Department of Health Services (with the exception of the Registration, Certification, Mammography and Standards Section);
  - Environmental Management Branch from the Department of Health Services;
  - Permitting and Enforcement Division from the Integrated Waste Management Board; and
  - Functions and staffing from the State Water Resources Control Board and the Regional Water Quality Control Boards that deal with solid waste management.

#### ***E. Division of Site Cleanup and Emergency Response***

1. **Management Goal:** The goals of the Division should be to respond to environmental emergencies and clean up hazardous sites in a safe, timely and efficient manner.
2. **Purpose and Functions:** The Division of Site Cleanup and Emergency Response should oversee the cleanup of sites contaminated with hazardous substances, conduct prevention programs and provide emergency cleanup response for oil spills, hazardous substance releases and illegal methamphetamine “labs.”
3. **Transferred Functions:** The following functions should be transferred to the Division of Site Cleanup and Emergency Response:
  - Underground Storage Tank Program from the State Water Resources Control Board;
  - Site cleanup and corrective action functions from the Department of Toxic Substances Control;
  - Human and Ecological Risk Division from the Department of Toxic Substances Control;
  - Site cleanup responsibility for Department of Defense sites from the Department of Toxic Substances Control and the State Water Resources Control Board;
  - Site cleanup functions in the Spills, Leaks, Investigations and Cleanup Program from the State Water Resources Control Board;
  - Remediation, Closure and Technical Services Branch from the Integrated Waste Management Board;
  - Oil Spill Prevention and Response Program from the Department of Fish and Game;

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- Marine Facilities Division from the State Lands Commission;
  - Spill prevention and response functions from the California Coastal Commission;
  - Emergency Response Program from the Department of Toxic Substances Control; and
  - Hazardous Materials Program from the Office of Emergency Services.

#### ***F. Division of Pesticide Regulation***

1. **Management Goal:** The Division's primary goal should be to regulate the use of pesticides in agriculture to keep food safe, promote worker safety and protect the environment. The Division of Pesticide Regulation should also strive to minimize the burden of regulation on the affected industries, consistent with public safety.
2. **Purpose and Functions:** The Division of Pesticide Regulation should regulate the registration, sale and use of pesticides for indoor and outdoor use.
3. **Transferred Functions:** All functions and staff from the Department of Pesticide Regulation and the Structural Pest Control Board within the Department of Consumer Affairs should be transferred to the Division of Pesticide Regulation.



# Chapter 7

## The Infrastructure Department

### **INTRODUCTION**

One of government's most important functions in promoting sustainability and economic development is to provide a well-maintained infrastructure system that includes roads, air and water ports, public utilities, water facilities, public buildings and schools.

During the 1960s, California built three major infrastructure systems: aqueducts, highways and universities. Each of these systems was planned and built by a single state agency with substantial federal aid.

In 1960, 22 state agencies were responsible for infrastructure issues. Today, infrastructure development policy is spread across 64 state agencies and multiple local government entities participate in deciding what, where and if infrastructure projects should be built. These multiple agencies result in a lack of singular accountability for infrastructure.

Accommodating California's growing population, in a way that is sustainable while attracting and retaining businesses will require the construction of major public infrastructure projects over the next decade and require ongoing funding for operations and maintenance. In addition, California's infrastructure is aging and much of it is in need of repair and renovation. The need for renovation has been exacerbated by insufficient spending for routine maintenance and repair of facilities, with resources suddenly advanced or withdrawn on an annual basis. Even if demand for government services does not grow, there will be an ongoing need to renovate California's aging public infrastructure. For example, almost one-third of the California's highway system is in need of corrective maintenance or rehabilitation and more than 50 percent of state's highway bridges are more than 30 years old.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

The California Performance Review found the following four problems with the existing infrastructure system, all of which are due to a lack of coordination:

- 1. California lacks an integrated infrastructure policy.**

Infrastructure is not viewed as an integrated issue in California. Instead, transportation, housing, water, energy and telecommunications operate as separate areas. The organization of government reflects this, with infrastructure responsibilities split between the Business, Transportation and Housing Agency, the Resources Agency and a variety of boards and commissions.

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**2. Infrastructure projects are not centrally managed or coordinated.**

Decisions about which competing projects to fund are typically made within a particular type of infrastructure, rather than among all infrastructure projects. In short, the decision of whether or not a road is built is considered independently of other infrastructure needs.

**3. Necessary infrastructure investment lacks stable funding.**

Building a sound infrastructure system is a task that requires consistent and long-term financial support. The existing system leaves infrastructure planning within departments focused on recent developments and annual budgets. In such a system, spending on infrastructure projects gets short-changed in difficult years, undermining the infrastructure management process.

**4. Multiple agencies involved in infrastructure make it difficult to complete projects.**

For example, school construction requires between four and 40 reviews by different state entities, many of which must be completed sequentially.

***PROPOSED ORGANIZATIONAL IMPROVEMENTS***

To address these problems, an integrated Infrastructure Department should be created from the different infrastructure operations currently spread across 32 departments, agencies, boards and commissions. The Department should have six operating divisions:

1. Water;
2. Energy;
3. Transportation;
4. Housing, Buildings and Construction;
5. Telecommunications; and
6. Boating and Waterways.

In addition to a central Infrastructure Authority, there should be a division for planning, programming and evaluation and a division for research and development.

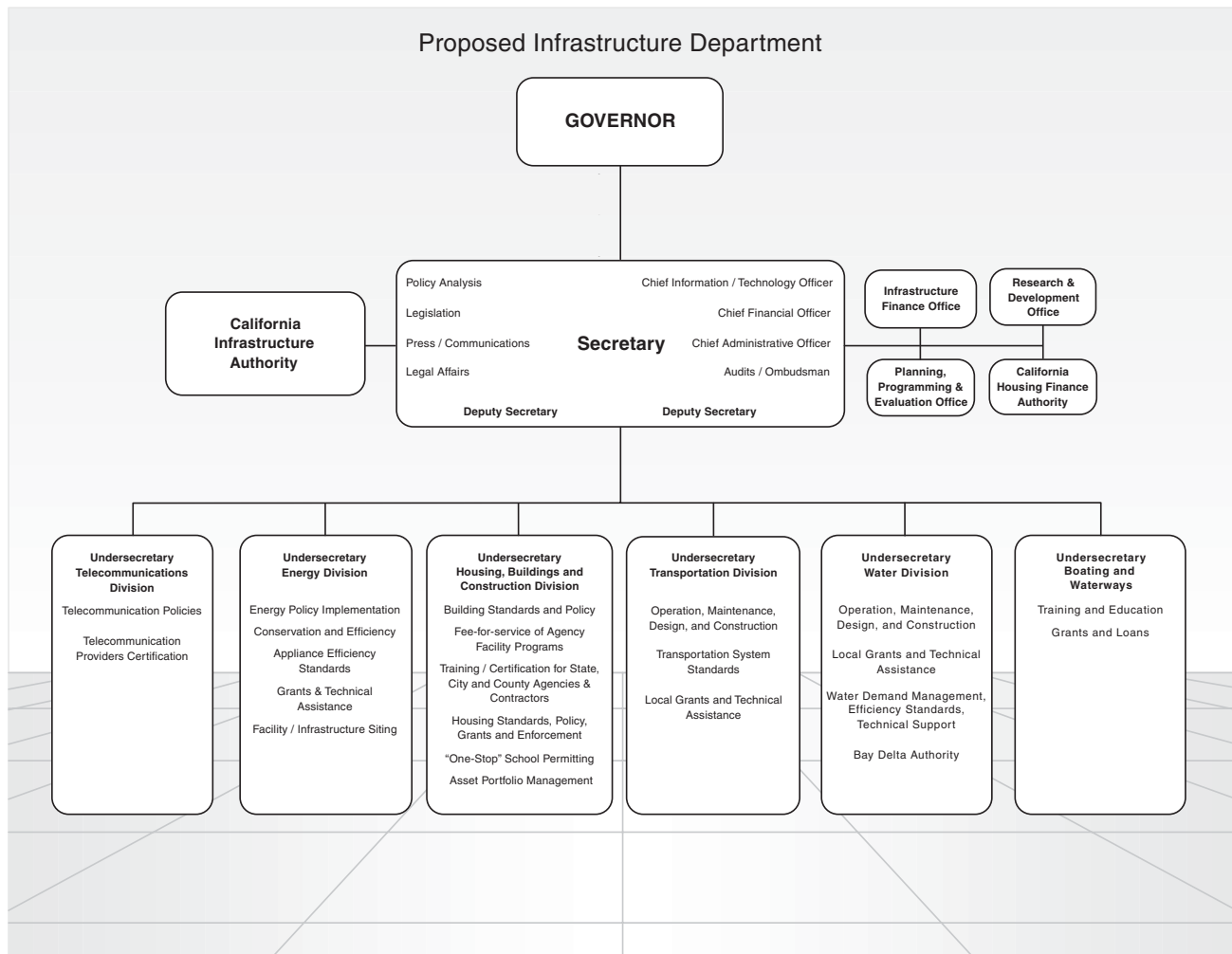
This organizational framework is depicted in Exhibit 8.

The mission of the Department should be to provide for and manage the full life cycle of the state's infrastructure network to achieve the best value for the people of California, the business community and the environment. Its strategic goals should include:

- Integrating transportation and housing to achieve sustainable communities;
- Delivering energy and water where needed and when needed;
- Managing state infrastructure assets to obtain maximum use and revenue; and
- Delivering resources to maintain infrastructure, not fund overhead.



## Exhibit 8



### ***Infrastructure Department Scope and Responsibilities***

All infrastructure programs in California should be managed by the Department and led by the Infrastructure Authority. The powers, authorities and responsibilities of the various organizations (e.g., Department of Water Resources, Infrastructure Bank, California Transportation Commission, California Energy Commission and State Lands Commission) that now affect infrastructure should be transferred to the Department and the Infrastructure Authority.

### ***The Infrastructure Authority and the Secretary***

The Infrastructure Authority should serve as the Board of Directors for the Infrastructure Department. Members of the Authority should serve 6-year terms and should bring to the Authority expertise in finance, infrastructure planning and design, the building and maintenance of infrastructure, as well as the program areas of transportation, water, energy,

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housing and asset management. The Secretary of the Infrastructure Department should serve as the Chairperson of the Infrastructure Authority.

The Infrastructure Authority should adopt a long range infrastructure plan, approve infrastructure policy and coordinate infrastructure projects based on biennial fund estimates. The Authority should also assume the responsibility for power generation and transmission line site approval from the Public Utilities Commission and the Energy Commission.

To ensure that infrastructure development decisions are based on the best available information and address the state's highest priorities, an integrated statewide infrastructure plan should be developed as envisioned by AB 1473 (Hertzberg) and AB 857 (Wiggins). This plan should include providing an assessment of the comparative value of diverse and competing capital outlay projects among the various programs based on statewide priority setting criteria. This should be closely coordinated with the Department of Natural Resources and Department of Environmental Protection.

The Office of the Secretary for the Infrastructure Department should have the following divisions:

***A. Planning, Programming and Evaluation Division***

1. **Management Goal:** The goal of the Division should be to consolidate all of the policy and administrative functions of the Department to address the highest priorities for the full life cycle of the state's infrastructure.
2. **Proposed Functions:** The Division should provide staff support for the Secretary and for the Authority and its meetings. The Division should also develop a long range infrastructure plan in conjunction with the other divisions of the Department in consultation with the Department of Natural Resources and the Department of Environmental Protection. The plan should analyze the full life cycle cost of the infrastructure and should address operations, maintenance and rehabilitation as well as new capacity. The Division should develop a 7-year program of projects to be funded consistent with a 7-year estimate of funds adopted by the Authority every two years. The Division should also be responsible for evaluating the performance of the other Divisions and preparing the Department budget for approval by the Authority. Other responsibilities should include developing general plan guidelines, formulating regional transportation plan guidelines, conducting state and federal legislative outreach, and managing state assets. The Planning, Programming and Evaluation Division should also carry out the legal, public information and legislative liaison functions of the Department.



3. **Transferred Functions:** Programming functions from the California Energy Commission, California Transportation Commission and the Departments of Transportation and Water Resources should be transferred to this Division. In addition the general plan functions, infrastructure plan functions and intergovernmental review functions of the Governor's Office of Planning and Research and the Department of Finance should be transferred to this Division.

### ***B. Research and Development Division***

1. **Management Goal:** The goal of this Division should be to consolidate all research and development activities to take advantage of expertise, streamlined administration and enhanced priority setting.
2. **Proposed Functions:** The Division should work closely with the other divisions within the Department to develop a 7-year infrastructure research program. It should also be the one-stop-shop for all infrastructure research and development including the administration of a standardized process for project management, intellectual property, overhead rates and contracts with universities. In addition, the Division should be responsible for developing public/private partnerships for technology transfer, commercialization and market transformation.
3. **Transferred Functions:** The research and development functions of the Department of Water Resources, the Energy Commission and the Department of Transportation should be transferred to this Division.

### ***C. Infrastructure Financing Division***

1. **Management Goal:** The goal of the Division should be to maximize and leverage all available funding sources for infrastructure development.
2. **Proposed Functions:** The Division should perform the duties of the Infrastructure Bank and provide similar functions and services for all bond programs and financing programs implemented for infrastructure projects. Consolidation of these activities into one unit should allow for the concentration of expertise in this specialized field.
3. **Transferred Functions:** The infrastructure financing functions of the Infrastructure Bank, the Department of Water Resources, the Transportation Commission, the Department of Transportation, the Consumer Power and Conservation Financing Authority, the High Speed Rail Authority and the Energy Commission should be transferred to this Division.

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The Department should contain six operating divisions:

**A. Transportation Division**

1. **Management Goal:** This Division should perform and manage the operation, maintenance and construction of the state's transportation infrastructure.
2. **Proposed Functions:** This Division should set transportation system performance and maintenance standards and should be responsible for providing grants and technical assistance to local governments and their transportation agencies.
3. **Transferred Functions:** All existing functions of the Department of Transportation, except for Outdoor Advertising Permitting, research and development, legal, some administrative functions and planning and programming functions, should be transferred to this Division. The functions of the High Speed Rail Authority should also be transferred to this Division.

**B. Water Division**

1. **Management Goal:** The goal of this Division should be to perform and manage the operation, maintenance and construction of the state's water infrastructure.
2. **Proposed Functions:** This Division should be responsible for the operation and construction of the State Water Project. It should also provide input on water infrastructure bonds and statewide water planning and be responsible for local assistance grants management.
3. **Transferred Functions:** The Water Division should consolidate the functions of the State Water Project from the Department of Water Resources, as well as the functions of the Water Commission. The Bay Delta Authority, and its functions, should be transferred intact to this Division.

**C. Energy Division**

1. **Management Goal:** The goal of the Division should be to develop and implement a single and coordinated energy policy that ensures adequate supply and predictable prices.
2. **Proposed Functions:** The Energy Division should provide staff support for the approval of power plants and transmission lines, manage and promote conservation and efficiency and administer renewable energy and green bank programs. It should provide input for the planning and forecasting of energy supply and infrastructure. It should also prepare the filings and represent the State of California before the Federal Energy Regulatory Commission.



3. **Transferred Functions:** The functions of the Electricity Oversight Board, the Energy Commission, the Consumer Power and Conservation Financing Authority, the Department of Water Resources, the Department of Conservation, the State Lands Commission and selected functions of the Public Utilities Commission should be transferred to this Division.

#### ***D. Housing, Buildings & Construction Division***

1. **Management Goal:** The goal of the Division should be to consolidate all functions related to the maintenance, operation and construction of facilities, including California's housing and school construction programs.
2. **Proposed Functions:** This Division should be responsible for developing building standards and policies for the operation, maintenance and construction of state financed facilities. The Division should also administer and develop housing policies and standards, administer grants and enforce housing regulation programs. This Division should provide input to the Planning, Programming and Evaluation Division on general plan guidelines and the housing element. It also should provide a fee-for-service facilities program to other state divisions. The Housing, Buildings and Construction Division should manage all school construction permitting and provide comprehensive training and certification programs for state, city and county agencies and contractors.
3. **Transferred Functions:** The functions of the Department of Housing and Community Development; the Department of General Services, State Building Standards Commission, Department of Finance, State Public Works Board, State Lands Commission, Public Library Construction and Renovation Board, Department of Community Services and Development, Department of Toxic Substances Control, the State Allocation Board and the Office of the State Architect should be transferred to this Division. The California Housing Finance Agency should maintain a relationship with the Infrastructure Department for purposes of staff support similar to its current arrangement with the Business, Transportation and Housing Agency.

#### ***E. Telecommunications Division***

1. **Management Goal:** The goal of the Division should be to develop and implement innovative telecommunications policies.
2. **Proposed Functions:** The Division should assume the functions of the Telecommunications Division of the Public Utilities Commission.
3. **Transferred Functions:** The telecommunication functions of the Public Utilities Commission should be transferred to this Division.

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## ***F. Boating and Waterways Division***

- 1. Management Goal:** The goal of this Division should be to promote safe, recreational aquatic activities for all residents of California.
- 2. Proposed Functions:** The Boating and Waterways Division should achieve its goal by:
  - Providing training for local boating law enforcement agents;
  - Educating children and adults about boating and boating safety; and
  - Making infrastructure loans and grants for the construction of aquatic infrastructure facilities including marinas, boat launching ramps, and vessel sewage pump-out stations.
- 3. Transferred Functions:** The non-licensing functions of the Department of Boating and Waterways should be transferred from the Resources Agency. The oversight functions of the Boating and Waterways Commission should also be transferred to this Division.



# Chapter 8

## The Department of Natural Resources

### **INTRODUCTION**

For more than a century, the Resources Agency and its predecessors have worked to conserve, maintain, and improve the spectacular beauty and well-being of California's forests, wildlife, waterways, open spaces and recreational lands.

In recent years, however, legislation, regulations, federal requirements and ballot initiatives have led to the creation of new programs and new responsibilities designed to protect these natural resources. In many cases, the result of these efforts is state government doing more to manage California's natural resources, but it is difficult to argue that these efforts have led to better resource management.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

An analysis by the California Performance Review found two key problems:

1. **Activities performed by the Resources Agency are duplicated by other departments, boards, or commissions.**

For instance, the State Lands Commission and the Department of Conservation are both responsible for managing oil and gas resources and a total of 13 state entities are responsible for energy. Both the Office of Planning and Research and the Resources Agency are charged with developing guidelines under the California Environmental Quality Act.

2. **Similar functions are often separated within the Resources Agency and across the state.**

Within the Resources Agency land management responsibilities are split between multiple departments. Additionally, legitimate resource management functions are not within the Agency at all. Water rights are currently managed by the Water Resources Control Board within Cal-EPA. This confuses the distinct issues of managing water rights and keeping water clean. It also prevents water rights management from being integrated into a larger examination of the use of California's natural resources.

### **PROPOSED ORGANIZATIONAL IMPROVEMENTS**

Efforts to manage and protect California's natural resources should be refocused by consolidating and aligning overlapping program responsibilities and eliminating duplicative functions to create efficiency. A reorganized Department of Natural Resources should have as its primary mission monitoring, regulating and providing expert advice on the impact of

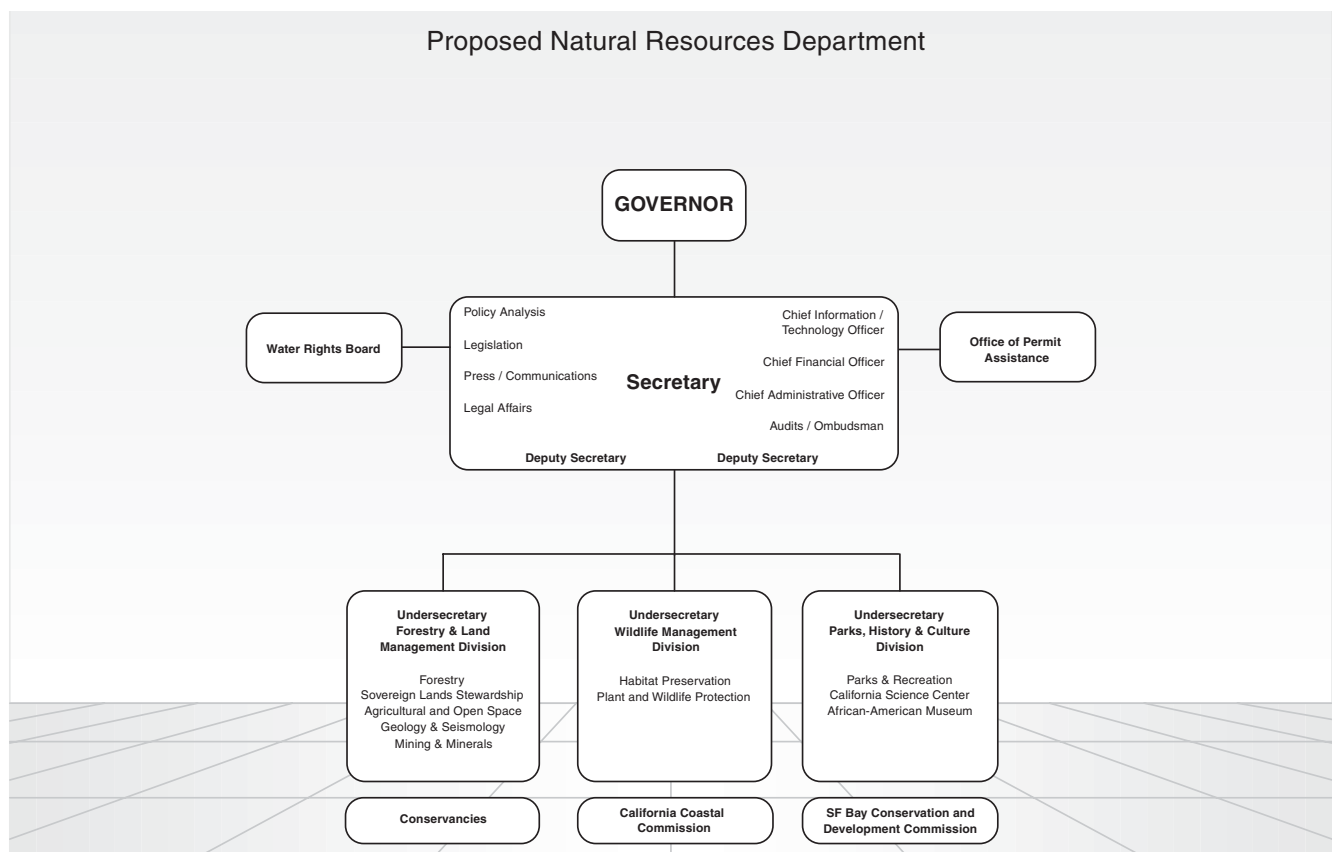
human activities on the environment and natural resources. Consolidation should enable the Department to work in an integrated fashion with state agencies responsible for public health protection and those responsible for housing, transportation, water and energy infrastructure to create sustainable communities that respect nature and use natural resources responsibly.

The Resources Agency should be consolidated and reorganized into an integrated Department of Natural Resources with the following organizational units:

- Office of the Secretary;
- Division of Land Management;
- Division of Wildlife Management;
- Division of Parks, History and Culture;
- California Coastal Commission;
- San Francisco Bay Conservation and Development Commission; and
- State Conservancies.

This organizational framework is depicted in Exhibit 9.

**Exhibit 9**





The remaining boards and commissions within the Department should be reviewed with the aim of realignment and consolidation with the appropriate organizational units discussed below.

#### **A. Office of the Secretary**

1. **Management Goal:** The goal of the Secretary should be to effectively manage California's natural resources.
2. **Purpose and Functions:** The Secretary should be the primary point of accountability for the management of all natural resource programs and report directly to the Governor. Cross-cutting and coordination responsibilities should be vested with the Office of the Secretary.
3. **Transferred Functions:** The administrative services functions of the constituent units of the Department including public affairs, legal, legislative, information technology and financial management, including local financial assistance, should be consolidated in the Office of the Secretary.

#### **B. Division of Land Management**

1. **Management Goal:** The goal of the Division should be the effective management of California's lands.
2. **Purpose and Functions:** The Division should manage and protect the millions of acres of land the state received upon its entry into the Union, including the beds of all naturally navigable waterways, tide and submerged lands in the ocean, swamp and overflow lands. It should also be responsible for state policies concerning agricultural and open space lands; geology and seismology, mineral and forestry resource management functions, including timber harvesting.
3. **Transferred Functions:** The following land management functions and programs should be transferred to this Division:
  - Office of Mine Reclamation from Department of Conservation;
  - California Geological Survey from Department of Conservation;
  - Division of Land Resource Protection from Department of Conservation;
  - Environmental Planning and Managing from State Lands Commission;
  - Mineral Resources Management from State Lands Commission, with the exception of energy-related leases;
  - Land Management from State Lands Commission, with the exception of school lands management;
  - Resource Management from California Department of Forestry;
  - California Environmental Quality Act guidelines and Clearinghouse functions of the Office of Planning and Research;

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- Land acquisition activities from State Lands Commission, Wildlife Conservation Board and Department of Parks and Recreation;
  - Board of Mining and Geology; and
  - Board of Geologists and Geophysicists.

### ***C. Water Rights Board***

1. **Management Goal:** The goal of the Board should be to allocate water rights in a fair, open and equitable way for the benefit of all Californians.
2. **Purpose and Functions:** The Water Rights Board should allocate water rights in California by issuing permits. The Board should also develop strategies to conserve and use the state's water resources while protecting vested rights, water quality and the environment.
3. **Transferred Functions:** The water rights functions of the State Water Resources Control Board should be transferred to this Division.

### ***D. Division of Wildlife Management***

1. **Management Goal:** The goal of the Division should be to develop a coordinated, integrated and efficient approach to wildlife management.
2. **Purpose and Functions:** The Division should be charged with maintaining native fish, wildlife, plant species and natural communities for ecological value, benefits to people and habitat protection. It should also ensure diversified use of fish and wildlife for recreational, commercial, scientific and educational purposes.
3. **Transferred Functions:** The wildlife management functions of the Department of Fish and Game should be transferred to this Division.

### ***E. Division of Parks, History and Culture***

1. **Management Goal:** The goal of the Division should be to provide quality service and recreational opportunities to the people of California and visitors to the state.
2. **Purpose and Functions:** This consolidated Division should be tasked with preserving the state's extraordinary biological diversity, protecting natural and cultural resources and creating opportunities for high-quality outdoor recreation.
3. **Transferred Functions:** The following recreational, historical and cultural functions and programs should be consolidated and their functions transferred to this Division:
  - Department of Parks and Recreation;
  - California Science Center from the State and Consumer Services Agency; and
  - African-American Museum from the State and Consumer Services Agency.



#### **F. California Coastal Commission**

1. **Management Goal:** The Commission's goal should be to protect public beach access, wetlands, wildlife on land and in the sea, water quality, scenic vistas and coastal tourism.
2. **Purposes and Functions:** The Coastal Commission should continue to protect the environment and the human-based resources of the California coast. The Commission should continue to work in conjunction with coastal cities and counties to plan and regulate development, industrial uses, public access and recreation in coastal zones.
3. **Transferred Functions:** The Commission should be transferred intact from the Resources Agency to the Department of Natural Resources.

#### **G. San Francisco Bay Conservation and Development Commission**

1. **Management Goal:** The Commission's goal should continue to be to protect the Bay and its natural resources, and regulate the development of the Bay and shoreline to their highest potential.
2. **Purpose and Functions:** The Commission should continue regulating the filling and dredging in San Francisco Bay, protecting the Suisun Marsh, regulating new development on the margins of the Bay and administering the federal Coastal Zone Management Act within the San Francisco Bay region of the coastal zone.
3. **Transferred Functions:** The Commission should be transferred intact from the Resources Agency to the Department of Natural Resources.

#### **H. State Conservancies Division**

1. **Management Goal:** The Division's goals should be to effectively manage California's conservancy programs.
2. **Purpose and Functions:** This Division should acquire open space and manage public lands to provide access, recreation, restoration and protection of wildlife habitat.
3. **Transferred Functions:** The following conservancies should operate under the Department of Natural Resources:
  - Baldwin Hills Conservancy;
  - California Tahoe Conservancy;
  - Coachella Valley Mountains Conservancy;
  - San Diego River Conservancy;
  - San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy;
  - San Joaquin River Conservancy;
  - Santa Monica Mountains Conservancy; and
  - State Coastal Conservancy.





# Chapter 9

## The Department of Commerce and Consumer Protection

### **INTRODUCTION**

Licensing businesses and professions serves the important purpose of protecting consumers from unqualified professionals and unscrupulous businesses. At the same time, a successful licensing system should make it easy for qualified individuals and businesses to get the certifications they need. Unfortunately the current system does neither of these things well.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

An analysis by the California Performance Review found three core issues:

**1. Licensing responsibilities are split among more than 45 independent departments, bureaus and commissions.**

The state's list of business and professional licenses takes up 15 single-spaced pages, listing hundreds of required licenses, permits, and certifications. The statutes and regulations themselves are thousands of pages long. Under these circumstances, people seeking to obtain a license, or consumers trying to lodge a complaint about a problem, do not know where to turn.

The multitude of boards and commissions increases the risk that the board members can be unduly influenced by the industry the board is supposed to regulate, accepting lax standards instead of protecting consumers.

**2. The current system does not license qualified individuals in a timely manner because resource allocation is not flexible.**

Despite unused resources at other licensing boards and commissions, new resources were required to address a backlog of 7,000 unprocessed applications at the State Contractors Licensing Board that were more than five months old and a backlog of more than 4,000 applications for nursing credentials.

**3. California licensing authorities have not adopted best practices.**

In many instances California licensing boards have not adopted qualification standards used in the rest of the country. This deters professionals from moving to California and results in additional cost and delay.

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## **PROPOSED ORGANIZATIONAL IMPROVEMENTS**

To address these problems, California's consumer protection and business regulatory functions should be reorganized to establish an integrated Department of Commerce and Consumer Protection. The Department should:

- Be more flexible to allow licensing staff to be moved between areas based on changing needs instead of being fixed in specific departments; and
- Establish one point of contact and accountability for licensing and consumer complaints.

This reform plan should help restore California's economic prosperity by making it easier for businesses and entrepreneurs to operate in California, while protecting consumers more effectively. Other states have redirected test preparation and administration resources to consumer protection and industry policing after adopting national exams. In these states, professionals are tested and licensed faster, and out-of-state professionals are certified to practice expeditiously. If this proposal were adopted, people would no longer have to navigate a maze of regulations and administrative bodies to be licensed to do business in the state. But, more importantly, California's consumer protection efforts should be focused on consumer protection rather than administrative process.

The integrated Department should include the following four divisions with department-wide functions consolidated in the Office of the Secretary:

1. Office of the Secretary—(including the Office of the Consumer Protection and Licensing Portal, the Office of Consumer Protection, the Office of Gaming, and the Office of Hearings and Appeals);
2. Division of Real Estate Services;
3. Division of Financial Services;
4. Division of Commercial Licenses; and
5. Division of Motor Vehicles.

This organizational framework is depicted in Exhibit 10.

More specifically, the proposed components include:

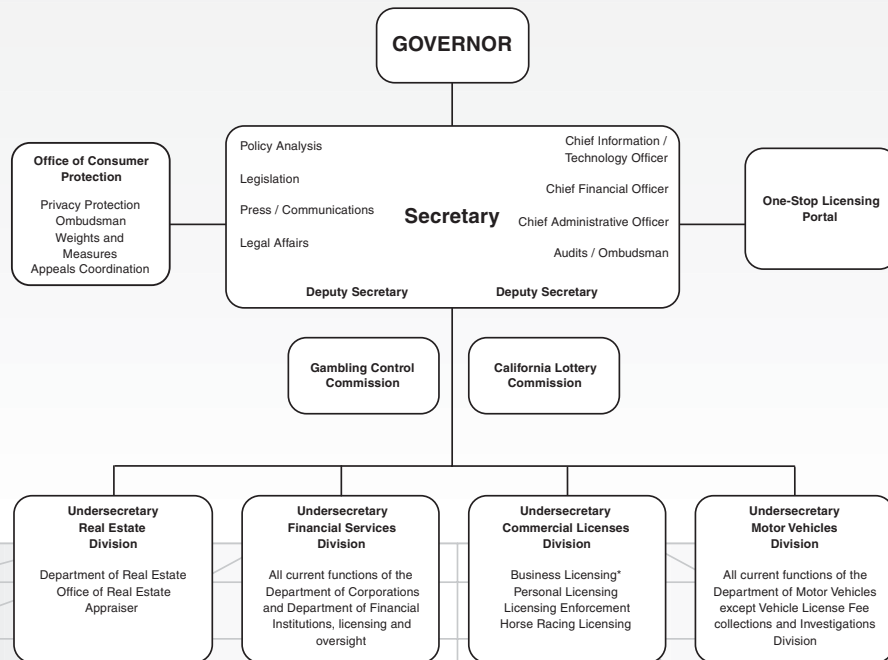
### **A. Office of the Secretary**

1. **Management Goal:** The Secretary should report directly to the Governor and serve as the primary point of accountability for the management of all Departmental programs. The Secretary should consolidate similar functions that cut across various programs to create a unified approach to policy and enforcement.



## Exhibit 10

### Proposed Commerce & Consumer Protection Department



\*Includes retained boards and bureaus for professional licensing functions.

2. **Proposed Functions:** The Secretary should fulfill all present Agency Secretary and Department Director roles for the offices within the Department. In addition, the Secretary should advise and assist in the implementation of major policy and program matters and be the principal communication link between the Governor and the constituent units of the Department. Cross-cutting and coordinating responsibilities should be vested with the Office of the Secretary. To this end, the appointed boards and commissions that are part of the state licensing effort should be eliminated. The Secretary should meet with the public and industry representatives on an ad hoc basis to gather information and guidance as necessary.

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Specific functions performed within the Office of the Secretary should include legal, budget review, personnel management, intergovernmental affairs, enforcement coordination, information management coordination, strategic planning, and public affairs.

3. **Transferred Functions:** All of the authority of the entities consolidated into this Department should be vested with the Secretary.

#### ***B. Office of the Consumer Protection and Licensing Portal***

1. **Management Goal:** The goal of the Office should be to establish an online one-stop-shop for all information, forms and applications for professional and commercial licenses. The portal should consolidate the license application process so that an applicant would only need to submit one set of fingerprints and other information and all relevant licensing entities would have access to it.
2. **Proposed Functions:** The portal should link all information for all licenses issued by the Department and other licensing entities. Consumers searching for information and guidance about a complaint should find everything necessary to verify a licensee's status or to submit required information. The portal should maintain information about the educational requirements, licensing procedures and the continuing education requirements necessary for licensure.
3. **Transferred Functions:** The public information web functions of all state licensing entities should be transferred to this Office.

#### ***C. Office of Consumer Protection***

1. **Management Goal:** The goal of the Office should be to provide the people of California with a central location for all consumer protection activities.
2. **Proposed Functions:** The functions of the Division should include assisting consumers with complaints, educating and informing consumers about laws that protect them and what they should know about a business and reducing fraud.
3. **Transferred Functions:** The functions of the Office of Privacy Protection and the Division of Measurement Standards from the Department of Food and Agriculture should be transferred to this Office. In addition, the consumer protection functions of the entities transferred to the Department should be transferred to this Office.



#### **D. Office of Gaming**

1. **Management Goal:** The goal of the Office should be to fairly and efficiently regulate gaming, including card rooms, Indian casinos, horse racing and the State Lottery. Except for the California Horse Racing Board, gaming entities should retain their independence within the Department. However, they should utilize a uniform and coordinated enforcement strategy and consolidate administrative functions to better serve consumers.
2. **Proposed Functions:** The functions related to the regulation of gaming should be transferred to the Department.
3. **Transferred Functions:** Authority for:
  - The California Gambling Control Commission should be transferred as an independent Commission to the Office;
  - The California Horse Racing Board should be transferred from an independent board to the Office, and the Board eliminated; and
  - The California Lottery should be transferred as an independent commission to the Department.

#### **E. Office of Hearings and Appeals**

1. **Management Goal:** The goal of the Office should be to efficiently and effectively administer disciplinary actions within the context of state law and rules for professional conduct to promote uniformity and reliability in decision making.
2. **Proposed Functions:** This Office should hear appeals and administer disciplinary actions and license denials for all entities transferred to the Department.
3. **Transferred Functions:** The disciplinary functions for all entities consolidated in the Department should be transferred to this Office.

#### **F. Division of Financial Services**

1. **Management Goal:** The goal of the Division should be to license and regulate securities brokers and dealers, investment advisers and financial planners, certain fiduciaries and lenders in a fair and effective manner. The Division should also regulate the offer and sale of securities, franchises and off-exchange commodities. It should also provide licensing and oversight for financial and banking services.
2. **Proposed Functions:** The Division should carry out all of the existing functions of the Department of Corporations and the Department of Financial Institutions.

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3. **Transferred Functions:** The functions and authority of the Department of Financial Institutions and the Department of Corporations should be transferred from the Business, Transportation and Housing Agency to this Division.

#### ***G. Division of Motor Vehicles***

1. **Management Goal:** The goal of the Division of Motor Vehicles should be to quickly and accurately provide vehicle licensing and registration services to California residents. The Division should work to use the latest technology and techniques from the public and private sectors to make services convenient and efficient, such as greater use of the Internet as a service delivery mechanism.
2. **Proposed Functions:** The functions of the Department of Motor Vehicles unrelated to the collection of the Vehicle License Fee should be carried out by this Division.
3. **Transferred Functions:** The functions of the Department of Motor Vehicles should be transferred from the Business, Transportation and Housing Agency to this Division.

#### ***H. Division of Commercial Licensing***

1. **Management Goal:** The goal of this Division should be to quickly, fairly and efficiently license businesses and professionals operating in California.
2. **Proposed Functions:** The Division of Commercial Licensing should be responsible for all non-specialty licenses for businesses and professionals in the state.
3. **Transferred Functions:** The professional and commercial licensing functions should be transferred to this Division from the following entities:
  - Department of Consumer Affairs: Board of Accountancy, California Architects Board, Bureau of Automotive Repair, Board of Barbering and Cosmetology, Cemetery and Funeral Bureau, Contractors State License Board, Court Reporters Board, Bureau of Electronic and Appliance Repair Board for Professional Engineers and Land Surveyors, Hearing Aid Dispensers Bureau, Bureau of Home Furnishings and Thermal Insulation, Bureau of Security and Investigative Services and Speech-Language Pathology and Audiology Board;
  - Labor Commissioner;
  - Department of Boating and Waterways;
  - Department of Transportation; and
  - Board of Pilot Commissioners for the Bays of San Francisco, San Pablo and Suisun.

#### ***I. Division of Real Estate Licensing***

1. **Management Goal:** The goal of the Division of Real Estate Licensing should be to protect consumers by licensing and regulating real estate professionals in a fair and effective manner.



2. **Proposed Functions:** The Division should be responsible for licensing and regulating real estate brokers, salespersons and mortgage brokers as well as real estate appraisers.
3. **Transferred Functions:** The functions of the Department of Real Estate and the Office of Real Estate Appraisers should be transferred from the Business, Transportation and Housing Agency to this Division.





# Chapter 10

## The Governor's Office of Management and Budget

### **INTRODUCTION**

The operational functions performed by the Department of Finance, the Department of General Services, the Department of Personnel Administration and the State Personnel Board should collectively serve as the backbone of state government, yet the functions they perform are so fragmented that strategic management and efficient operation is currently impossible.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

An analysis by the California Performance Review found the following four specific problems with this system:

- 1. The Governor and the Legislature do not have access to the information necessary to make strategic decisions.**

Real-time information about state operations is not currently available. For instance, California does not have timely access to information about its spending patterns, and performance measures are not used to evaluate the effectiveness of government programs.

- 2. The authority to make key management decisions is fragmented.**

Functions such as personnel, budgeting and asset management are performed by four state agencies for all of government and are duplicated, in many cases, at the individual department level. As a result, it is impossible to make government-wide decisions about issues including staffing and procurement.

- 3. California has not adequately prepared for the impending human capital crisis.**

More than a third of the state's workforce is expected to retire in the next five years. This includes some of California's most seasoned and valuable managers. However, despite warnings from the State Controller and the Little Hoover Commission, California has not completed a statewide workforce plan.

- 4. California does not effectively leverage its buying power for the procurement of information technology and other goods and services.**

The lack of a statewide procurement strategy results in significant, and avoidable, state expenditures. By consolidating California's administrative functions, the state could more effectively leverage its buying power and save hundreds of millions of dollars on an annual basis.

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## **PROPOSED ORGANIZATIONAL IMPROVEMENTS**

The mission of the Office of Management and Budget should be to provide administrative services and oversight to all areas of state government and to make sure that taxpayer dollars are used most efficiently. Consolidation of administrative services should not only reduce costs, but should increase the quality of service to state agencies and the public. Consolidating overhead functions should allow the state to leverage its size, utilize best practices and put the best people in charge of critical operational areas.

The goals of the Office of Management and Budget should be to:

- Identify and implement best-practices in fiscal management statewide;
- Conduct performance reviews and financial audits of state government programs;
- Provide support services in technology, human resources, financial management and procurement; and
- Administer public retirement and benefit systems.

The foremost goals of the Office should be efficiency and customer service. This streamlined, integrated and coordinated structure should maximize efficiency in the performance of each program within the Office and, ultimately, enable customer departments to spend less time and effort on administrative and bureaucratic activities and more time achieving program goals.

To meet the challenges of the 21<sup>st</sup> century, California should consolidate procurement, personnel management, financial services, asset tracking and information technology services into an Office of Management and Budget. This Office should consist of following seven divisions:

- Technology Division;
- Fiscal Affairs Division;
- California Performance Review Division;
- Business Services Division;
- Personnel Management Division;
- Regulatory Affairs and Adjudication Division; and
- Retirement Benefits Division.

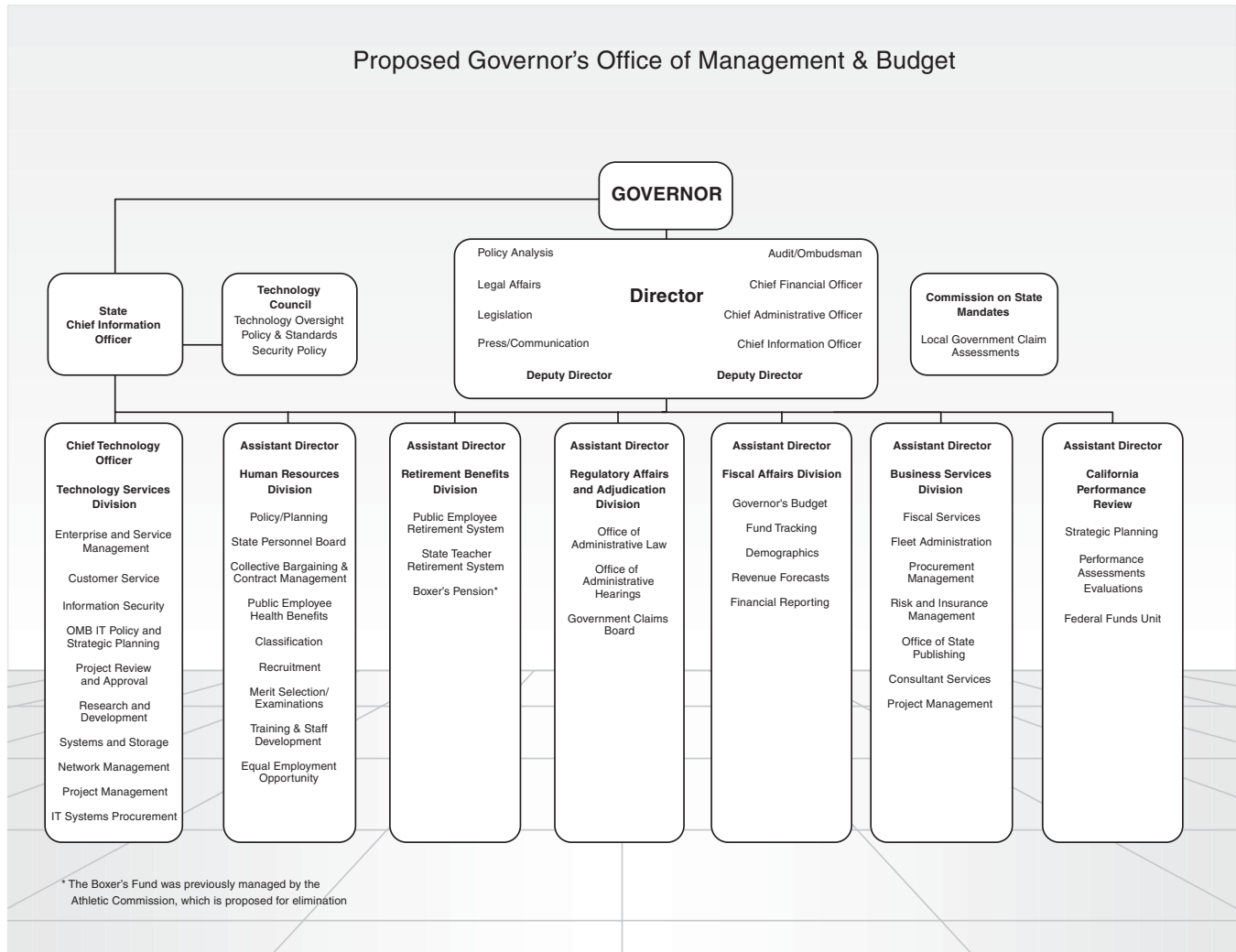
This organizational framework is depicted in Exhibit 11.

### ***Leadership of the Office of Management and Budget***

The Director of the Office of Management and Budget should be responsible for the management of the state's fiscal affairs, personnel management, and procurement systems and in conjunction with the State's Chief Information Officer should have responsibility and authority for statewide strategic planning and coordination of technology, including policy and standards development as well as business process analysis.



## Exhibit 11

**A. Technology Division:**

- 1. Management Goal:** The goal of the Technology Division should be to implement responsive technology solutions that support state operations in a cost effective manner. In addition, the Division should deliver services in a timely, transparent and accessible manner. This principal technology organization should provide statewide direction for a customer focused transformation of government operations through the exploration and application of technologies across organizational boundaries—employing shared services, interoperable systems and common infrastructures.
- 2. Proposed Functions:** The Technology Division should be charged with implementing the statewide strategic plan and promulgating technology policies.

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The Division should be comprised of five branches:

- Consolidated Technologies Branch;
- Project Management Branch;
- Research and Development Branch;
- Technology and Systems Acquisition Branch; and
- Telecommunications Branch.

*The Consolidated Technologies Branch* should contain the California State Data Center, comprising the Stephen P. Teale Data Center and the Health and Human Services Data Center. This entity should provide data center, network, security, centralized systems and storage, enterprise applications and planning and consulting services to all agencies.

*The Project Management Branch* should function as the state's project management office. This organization should produce statewide project management standards and methodologies. In addition, it should provide oversight on projects to ensure their success.

*The Research and Development Branch* should be tasked with investigating new and emerging technologies and plan for their integration into state government.

*The Technology and Systems Acquisition Branch* should be charged with the procurement functions of large or sensitive technology systems and leveraged technology procurements for all agencies.

*The Telecommunications Branch* should have a mandate for planning, implementing and maintaining a converged and integrated statewide telecommunications infrastructure.

- 3. Transferred Functions:** The functions of the Stephen P. Teale Data Center, the Health and Human Services Data Center, the Technology Investment Review Unit, Technology Oversight and Security Unit and California State Accounting and Reporting System of the Department of Finance, the Telecommunications Division, eGovernment Initiatives Division and Technology Acquisition Section of the Department of General Services and the Office of the Chief Information Officer within the Office of Planning and Research should be transferred to this Division. In addition, specific technology support personnel and telecommunications support personnel from departments should be transferred to the Technology Division.



### **B. Fiscal Affairs Division**

1. **Management Goal:** The goal of the Fiscal Affairs Division should be to support the effective and efficient operation of state programs by providing direction, guidance and control of financial operations to achieve program objectives.
2. **Proposed Functions:** The Division should be responsible for statewide financial planning, accounting, budgeting and auditing functions.
3. **Transferred Functions:** The fiscal and budget functions of the Department of Finance should be transferred to this Division.

### **C. California Performance Review**

1. **Management Goal:** The goal of the California Performance Review Division should be to carry out, on a continuous basis, a detailed examination of program delivery and performance of state agencies to identify ways to enhance service delivery and to develop and implement business process improvements. Additionally, the Division should monitor, track and measure performance and productivity indicators and should establish performance milestones and report the state's progress in achieving these milestones to the Governor on a regular basis.
2. **Proposed Functions:** The functions of this Division should include: the analysis of key services provided by departments; an analysis of performance management practices; and developing policy recommendations to reduce the total cost of government operations, increase productivity and improve the quality of government services.
3. **Transferred Functions:** The functions of the Performance Review Unit of the Department of Finance should be transferred to this Division.

### **D. Business Services Division**

1. **Management Goal:** The goal of the Business Services Division should be to strategically support the operation of statewide programs by facilitating business management operations in the areas of: asset management, fleet administration, business services, procurement and contracting, consultant and project management, risk and insurance management and printing and digital management services.
2. **Proposed Functions:** The function of the Business Services Division should be to create a comprehensive and consistent approach to business management. Moving these components into this Office should create a seamless system of process oversight providing a more effective business management structure with enhanced service delivery. Consolidating these functions into this Division should facilitate the

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development and application of consistent business management systems, policies and standards throughout state government.

3. **Transferred Functions:** The existing functions of the Department of General Services, with the exception of the Office of Fiscal Services, the Office of Legal Services, the Statewide eGovernment Initiatives Office and the Telecommunications Division (The California 9-1-1 Emergency Communications Office, The Office of Public Safety Radio Service and the Office of Network Services), should be transferred to the Business Services Division.

#### ***E. Human Resources Division***

1. **Management Goal:** The goal of the Division should be to promote a comprehensive personnel management system for the State of California that is based on merit, treats applicants and employees equitably and compensates employees fairly. The definition of merit developed by the State Personnel Board should serve as a guide for this new system.
2. **Proposed Functions:** The Division should consolidate the personnel functions of the State Personnel Board and the Department of Personnel Administration. The State Personnel Board, which is constitutionally mandated, should continue to serve as a hearing and appellate body for reviewing state disciplinary actions as well as other merit oversight activities. The Division should oversee benefits, operations, policy, strategic workforce planning, Equal Employment Opportunity, employee-employer relations, labor relations and legal support.
3. **Transferred Functions:** All of the existing functions of the Department of Personnel Administration should be transferred to the Division. In addition, all of the non-appeal functions of the State Personnel Board should be transferred to the Division. The State Personnel Board should establish a coordinating relationship with the Division.

#### ***F. Regulatory Affairs and Adjudication Division***

1. **Management Goal:** The goal of the Regulatory Affairs and Adjudication Division should be to provide for the effective review of the rulemaking process and the hearing of administrative and mandate disputes. In addition, the Division should carry out the responsibilities of the Government Claims Program.
2. **Proposed Functions:** Although all four entities should be merged into a single division, they should remain independent in the performance of their functions. However, the review of government claims should be split from the Victims Compensation and Government Claims Board. The Office of Administrative Hearings should continue to provide both adjudication and dispute resolution services and the Office of



Administrative Law should continue assisting state agencies in reviewing proposed administrative regulations. The Commission on State Mandates should continue to adjudicate claims by local entities that allege the existence of reimbursable state-mandated programs, decide claims against the Controller and determine the existence of significant financial distress for applicant counties that seek to reduce their general assistance standards of aid. The Government Claims Program should also continue to resolve claims filed against the State of California and administer special programs mandated by the Legislature for the purpose of providing appropriate specified financial relief for people who have incurred damages due to natural disasters, or through the action or inaction of state government.

3. **Transferred Functions:** The existing functions of the Office of Administrative Hearings, the Office of Administrative Law, the Commission on State Mandates and the Government Claims Program within the Victim Compensation and Government Claims Board should be transferred to this Division.

#### ***G. Retirement Benefits Division***

The Retirement Benefits Division should consist of the current State Teachers' Retirement System, the California Employees' Retirement System and the Boxer's Pension program which is currently part of the Athletic Commission. The organization of these entities should not be altered, and a coordinating relationship should be developed with this Division.





# Chapter 11

## The California Tax Commission

### **INTRODUCTION**

California's tax collection system is currently divided between four different agencies. The Board of Equalization administers the State's sales tax, state-assessed property taxes and a variety of excise taxes, while the Franchise Tax Board collects income taxes, the Department of Motor Vehicles collects the Vehicle License Fee and the Employment Development Department collects employment taxes.

Ultimately, how well a state administers its tax system determines its ability to finance needed services for its people and maintain the trust of taxpayers.

### **FINDINGS OF THE CALIFORNIA PERFORMANCE REVIEW**

An analysis by the California Performance Review found:

**1. California's tax system is duplicative.**

At a time when budget resources are limited, California is paying for multiple tax agencies to perform identical functions in areas ranging from return processing and collections to information processing. Taxpayers pay for duplicative state buildings and office space around the state. Coordination of these functions would save taxpayer dollars without reducing the level of service.

**2. California's tax system is inefficient.**

California loses revenue because its tax agencies do not coordinate with each other. For example, the Franchise Tax Board may have a taxpayer accurately reporting income taxes, but not registered to collect sales tax even though they are required to do so. Conversely, the Board of Equalization may have a registered taxpayer that properly collects sales tax while failing to file an income tax return. Aside from cost savings, coordinating tax agency functions should result in improved collections.

**3. California's tax system is confusing for taxpayers.**

California's taxing entities are staffed by people with similar duties and responsibilities, yet they are in different agencies. Taxpayers are unsure which agency they are supposed to call to get their questions answered. Consolidation and improved coordination should provide a single point of contact for taxpayer inquiries and a single point of accountability for customer service.

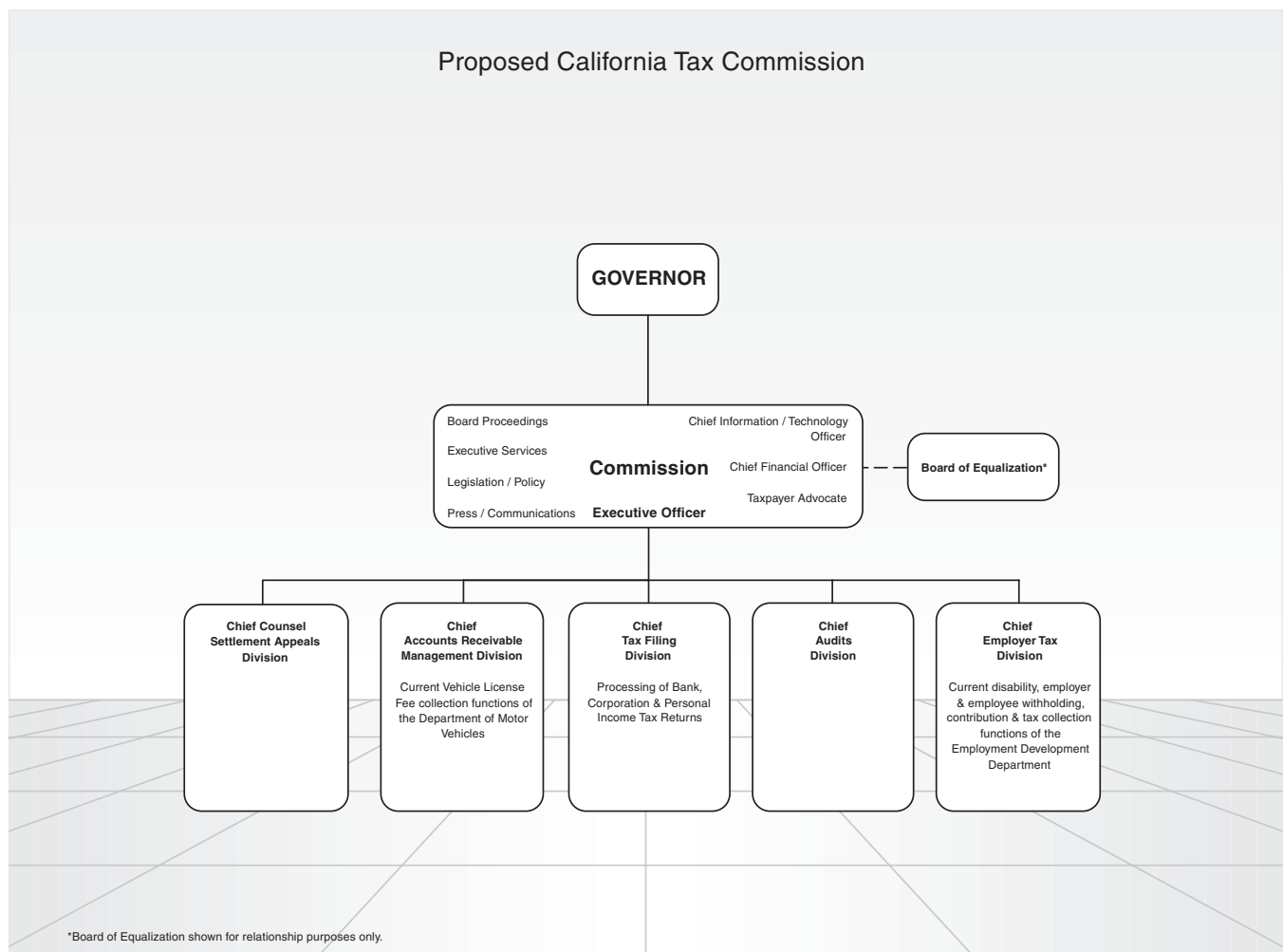
## PROPOSED ORGANIZATIONAL IMPROVEMENTS

To address these problems, California's revenue agencies should be consolidated into one California Tax Commission. This Commission should integrate revenue collection activities independent of the budget and fiscal agencies.

The Board of Equalization should be retained, while other tax collection programs should be consolidated under the California Tax Commission. The members of the Board of Equalization should serve as ex officio members of the California Tax Commission, with the State Controller serving as the Commission's initial chairperson.

The California Tax Commission, as depicted in Exhibit 12, should be organized as follows:

Exhibit 12





## **A. California Tax Commission**

1. **Management Goal:** The California Tax Commission should have the following management goals:
  - Be an efficient consumer of taxpayer dollars – Consolidating the administrative structures of California’s two major tax agencies should result in budgetary savings by eliminating duplicative functions and responsibilities. The California Tax Commission should work to combine remittance processing, cashiering, mail processing, technology and field offices to reduce costs.
  - Be open and accountable to the people – The purpose of the California Tax Commission should be to bring transparency to California’s tax collection process while embracing the Board of Equalization’s “inclusive” philosophy to tax administration and extending it to all state tax functions.
  - Perform revenue collection functions with maximum efficiency – The California Tax Commission should not only save money, but should also increase the effectiveness of tax collection. Combining technology, best practices, auditing and compliance assistance functions in one agency should allow the new organization to perform all tax functions more effectively. Increased efficiency should translate into more dollars collected at a lower cost—reducing the pressure for future tax increases.
  - Maintain and promote an attitude of customer service – The California Tax Commission should be expected to follow and build on best practices for customer service and should provide a one-stop-shop where any taxpayer can go to with tax issues.
2. **Proposed Functions:** The California Tax Commission should be responsible for executive branch tax collection programs, including the collection of corporate and personal income taxes.
3. **Transferred Functions:** The powers, duties, responsibilities, obligations and jurisdiction of the Franchise Tax Board should be transferred to the Commission.

The duties, responsibilities, obligations, liabilities and functions of the Employment Development Department should be transferred to the Commission concerning:

- The determination of contribution rates and the administration and collection of contributions, penalties and interest, including but not limited to filing and releasing liens;
- The establishment, administration and transfer of reserve accounts;
- The assessments and the administration of credits and refunds; and
- The approval of elections for coverage or for financing unemployment and disability insurance coverage.

In addition, the duties, responsibilities, obligations, liabilities and functions of the Department of Motor Vehicles concerning the Vehicle License Fee should be transferred to the Commission.





# Chapter 12

## Other Organizational Elements

This chapter includes a brief description of the other elements that comprise the organizational framework proposed by the California Performance Review.

### ***Department of Food and Agriculture***

The Department of Food and Agriculture is a model of the type of vertically integrated, customer focused and mission driven department this organizational framework hopes to replicate throughout state government. The Department exemplifies the provision of a single point of contact and authority for issues relating to one of the state's largest industries and public resources.

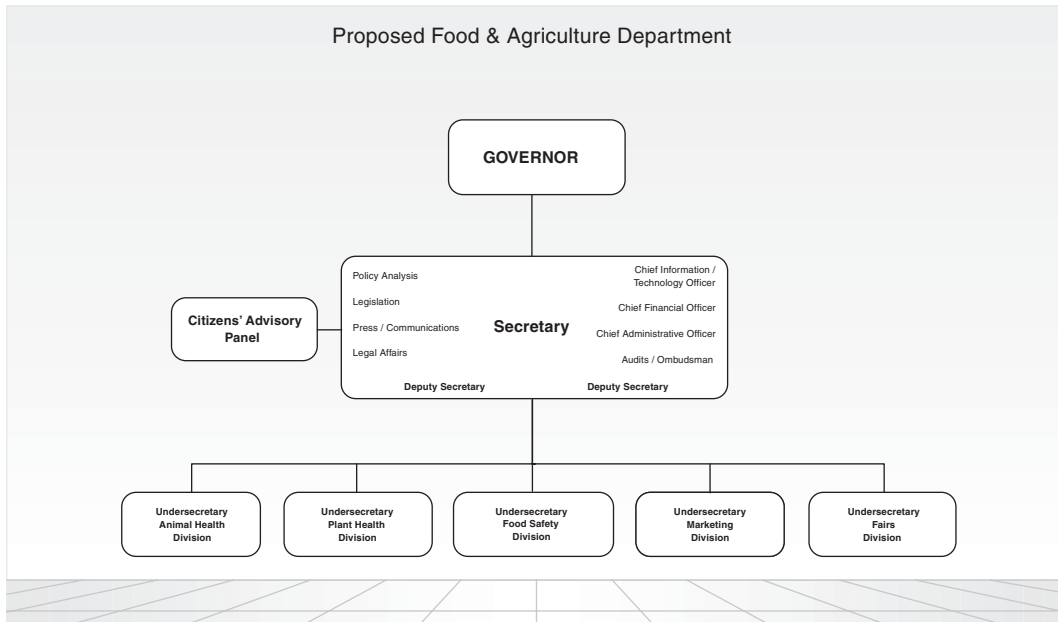
An analysis of the Department does, however, suggest modest changes are necessary. California's food safety programs are primarily contained within the Department of Food and Agriculture; however, some vital components fall under the jurisdiction of the Department of Health Services. To improve efficient delivery of service and bolster public protection against food borne illness, these functions should to be transferred to the Department of Food and Agriculture.

In contrast, despite its origins as an oversight function for agricultural production, the expanded mission of the Department's Division of Weights and Measurement, which includes a variety of consumer transactions—from supermarkets to gasoline stations—suggests that this function should be transferred to the state agency responsible for consumer protection.

Finally, in an effort to refocus government on essential functions and to redirect functions to cooperative public-private ventures, where possible, the California Performance Review recommends that the 54 District Agricultural Associations—commonly referred to as “county fairs”—and the Department's Commodity Boards (including marketing agreements and similar arrangements) be transformed into public benefit corporations. These recommendations are discussed in greater detail within Volume 4 of the report of the California Performance Review.

This proposed organizational framework is depicted in Exhibit 13.

### Exhibit 13

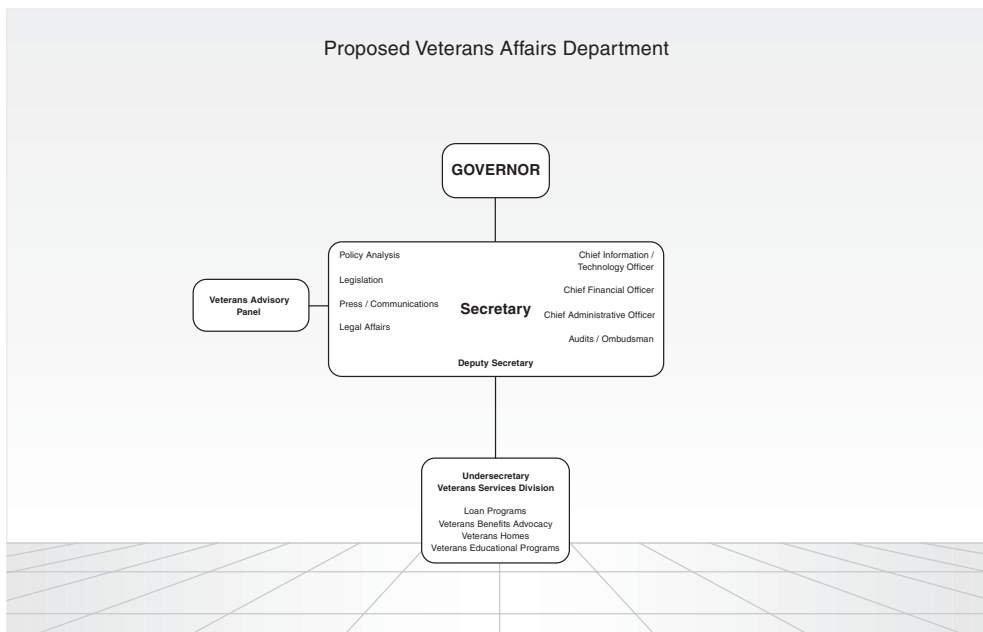


### Department of Veterans Affairs

The Department of Veterans Affairs should retain its current structure and functions, with the exception of the addition of responsibility for approving educational programs for veterans currently administered by the Bureau of Private Postsecondary and Vocational Education, which should be transferred to the Department of Veterans Affairs.

This proposed organizational framework is depicted in Exhibit 14.

### Exhibit 14





## California Service Corps

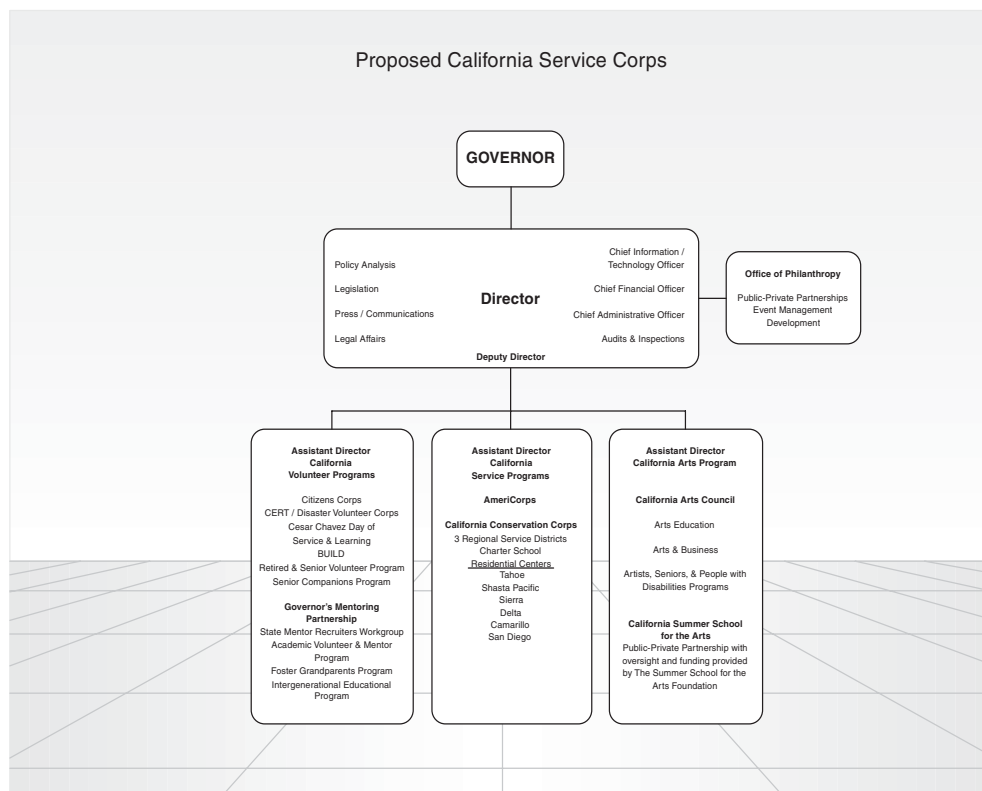
Community service is a core value of the people of California, but recent trends show a decline in the number of people volunteering their time. Currently, responsibility and support for community service and volunteerism is spread throughout the bureaucracy and there is no one clear point of contact for Californians eager to volunteer, businesses that want to get involved with service initiatives or for philanthropists who wish to contribute to state sponsored activities. Currently there are four key service and volunteer programs, these include:

- The Governor's Office of Service and Volunteerism;
- The California Conservation Corps in the Resources Agency;
- The Mentoring Program in the Health and Human Services Agency; and
- The Arts Council.

These independent service and volunteer programs should be consolidated into an integrated California Service Corps. The Service Corps should coordinate current activities and provide much needed vision and strategy for community service and volunteer programs throughout the state. This consolidation should eliminate duplication of effort and allow best practices to be utilized across programs.

This proposed organizational framework is discussed in greater detail in Volume 4 of the report of the California Performance Review and is depicted in Exhibit 15.

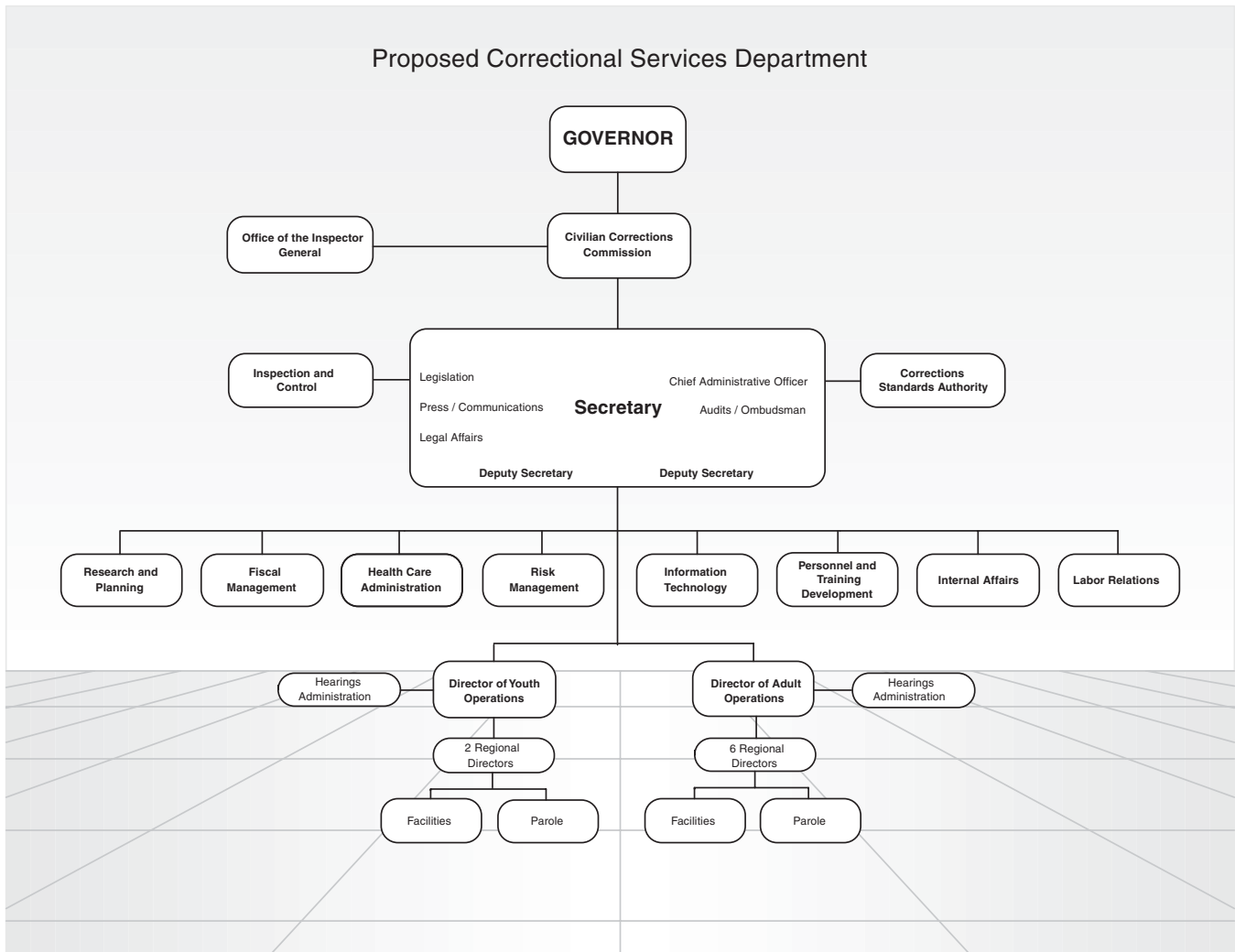
**Exhibit 15**



## Department of Correctional Services

The Corrections Independent Review Panel, in its report to Governor Schwarzenegger, recommended the realignment of youth and adult correctional programs into a Department of Correctional Services. The reorganization that the Panel proposes is discussed in greater detail within its report to the Governor (see Exhibit 16).

Exhibit 16





# Appendix



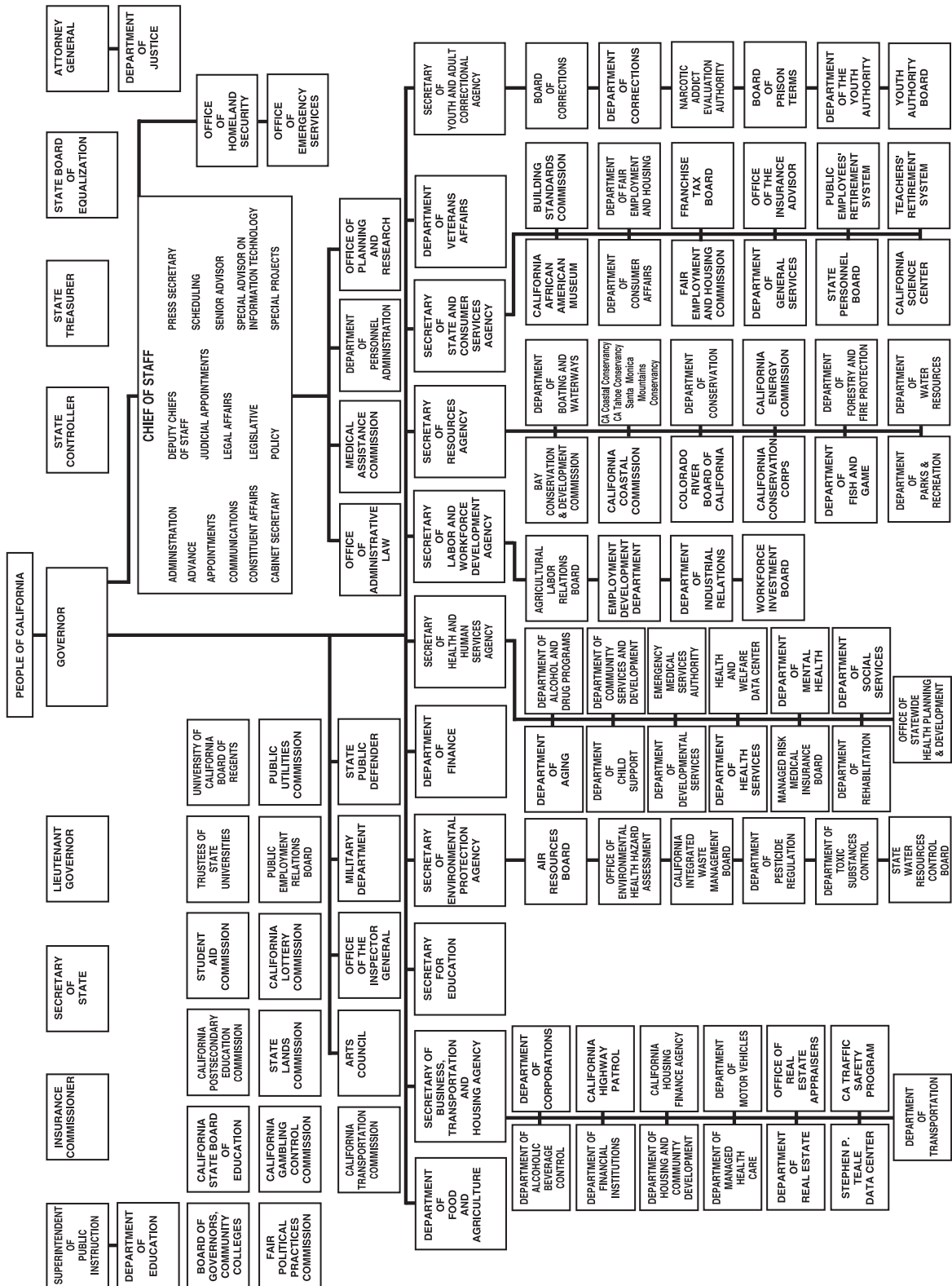


# Organizational Charts

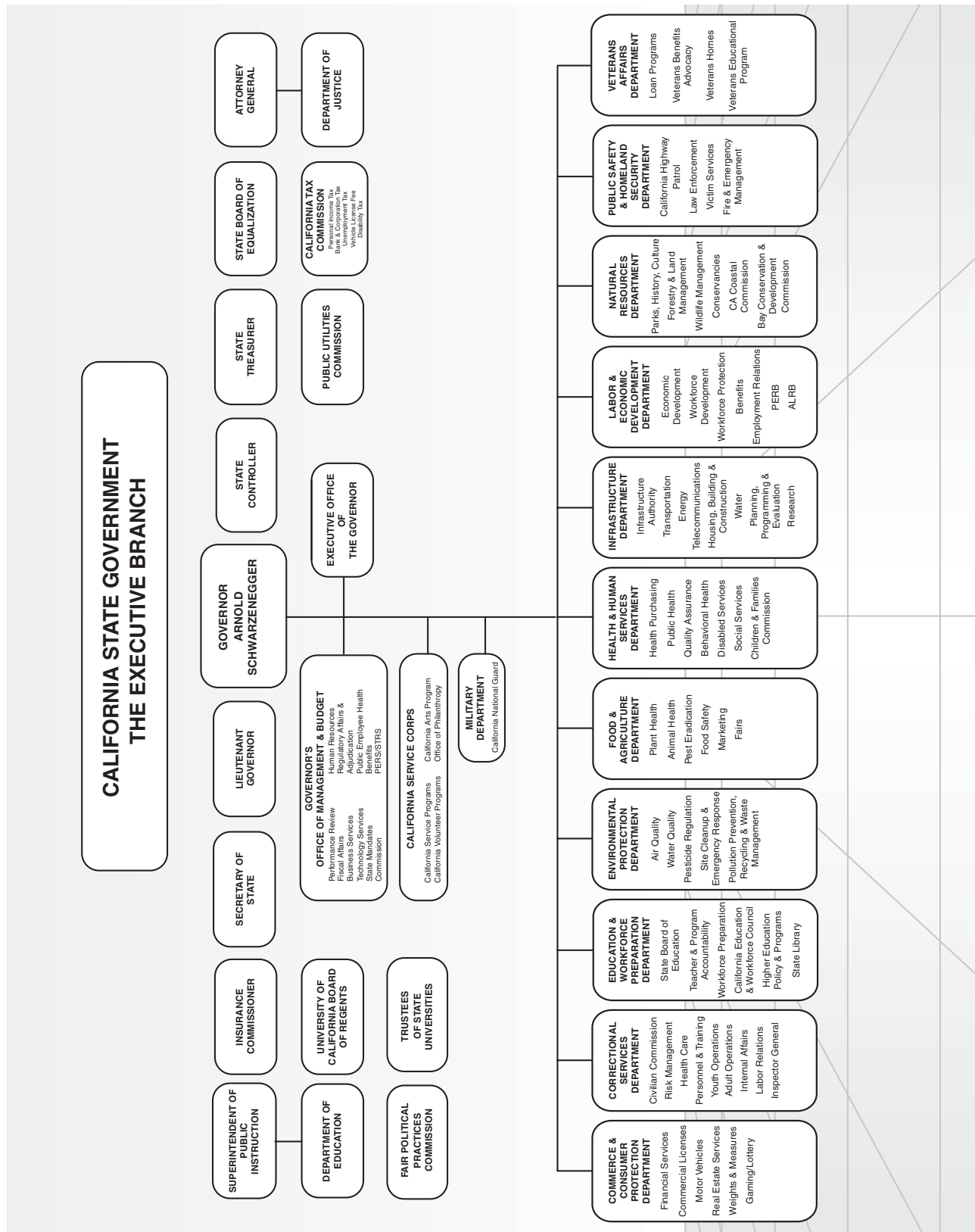




# CALIFORNIA STATE GOVERNMENT - THE EXECUTIVE BRANCH



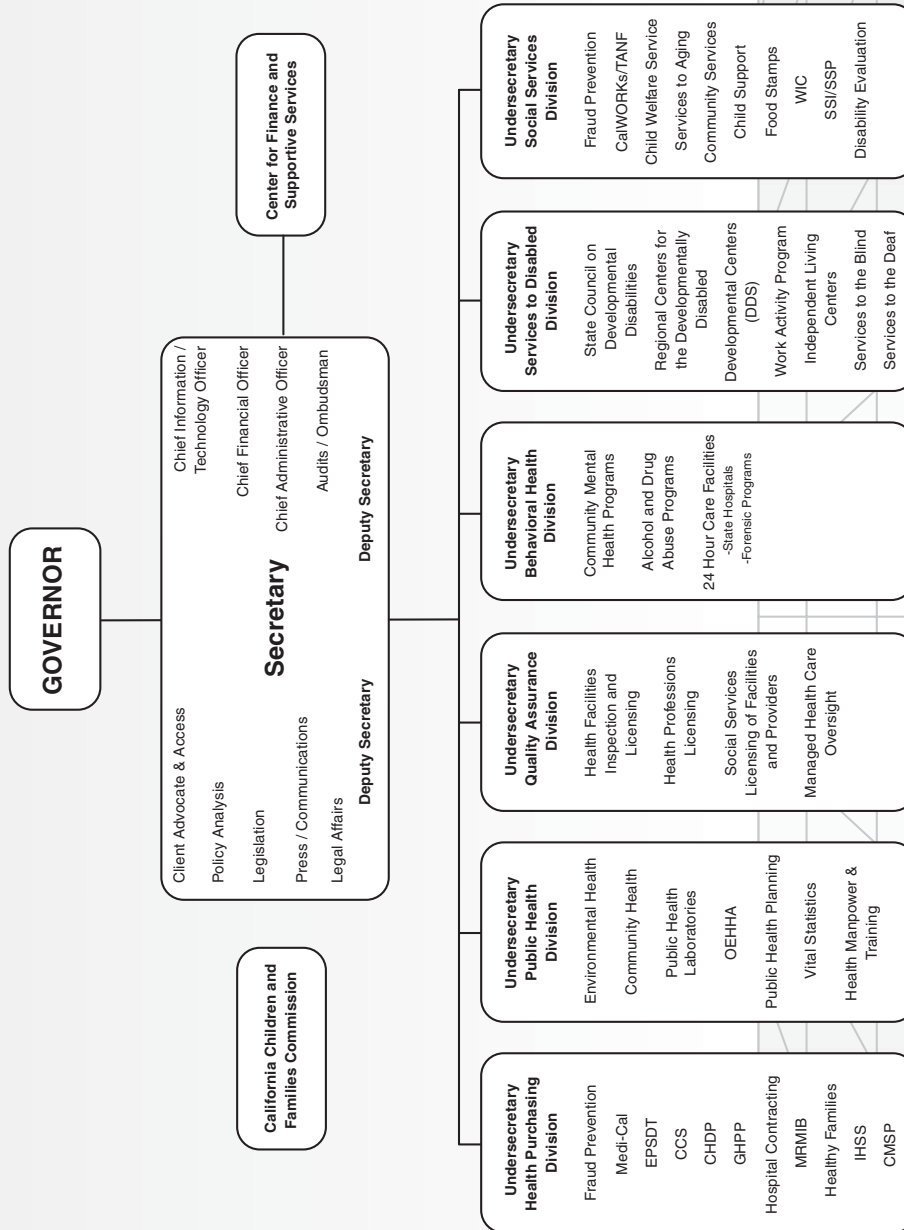






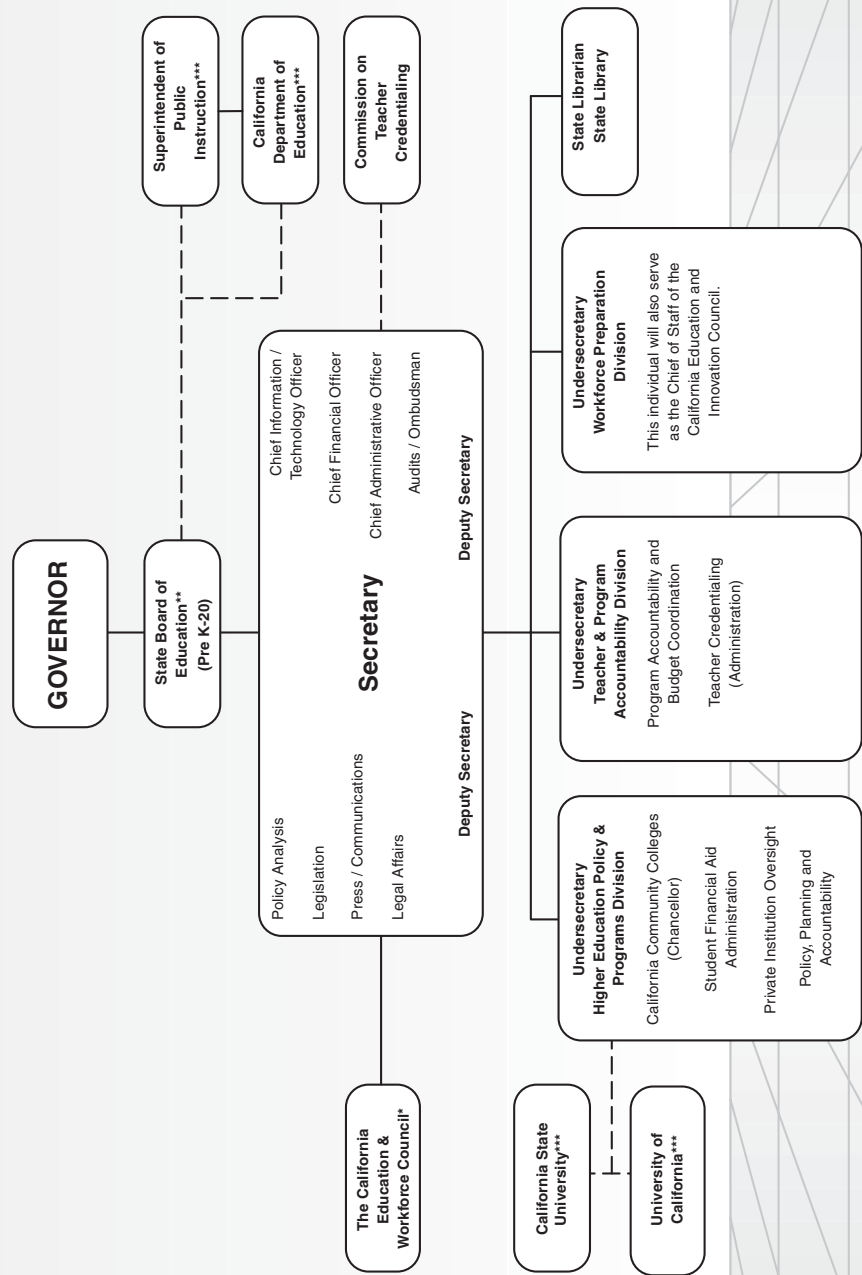


## Proposed Health & Human Services Department





Proposed California Education & Workforce Preparation Department



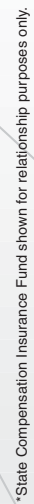
\*Members of the Proposed California Education and Workforce Council include the Secretary of Education and Workforce Preparation, the Secretary of Labor, the Superintendent of Public Instruction, the President of the University of California, the Chancellor of the California State University and the Chancellor of the California Community Colleges. The Council Chair position rotates between the Council members. The Deputy Secretary for Workforce Preparation serves as the Chief of Staff for the Council.

\*\*The State Board of Education (PreK-20) may appoint standing committees to provide advice on complex educational issues under the Board's purview.

\*\*\*Superintendent of Public Instruction, Department of Education, CSU and UC shown for relationship purposes only.



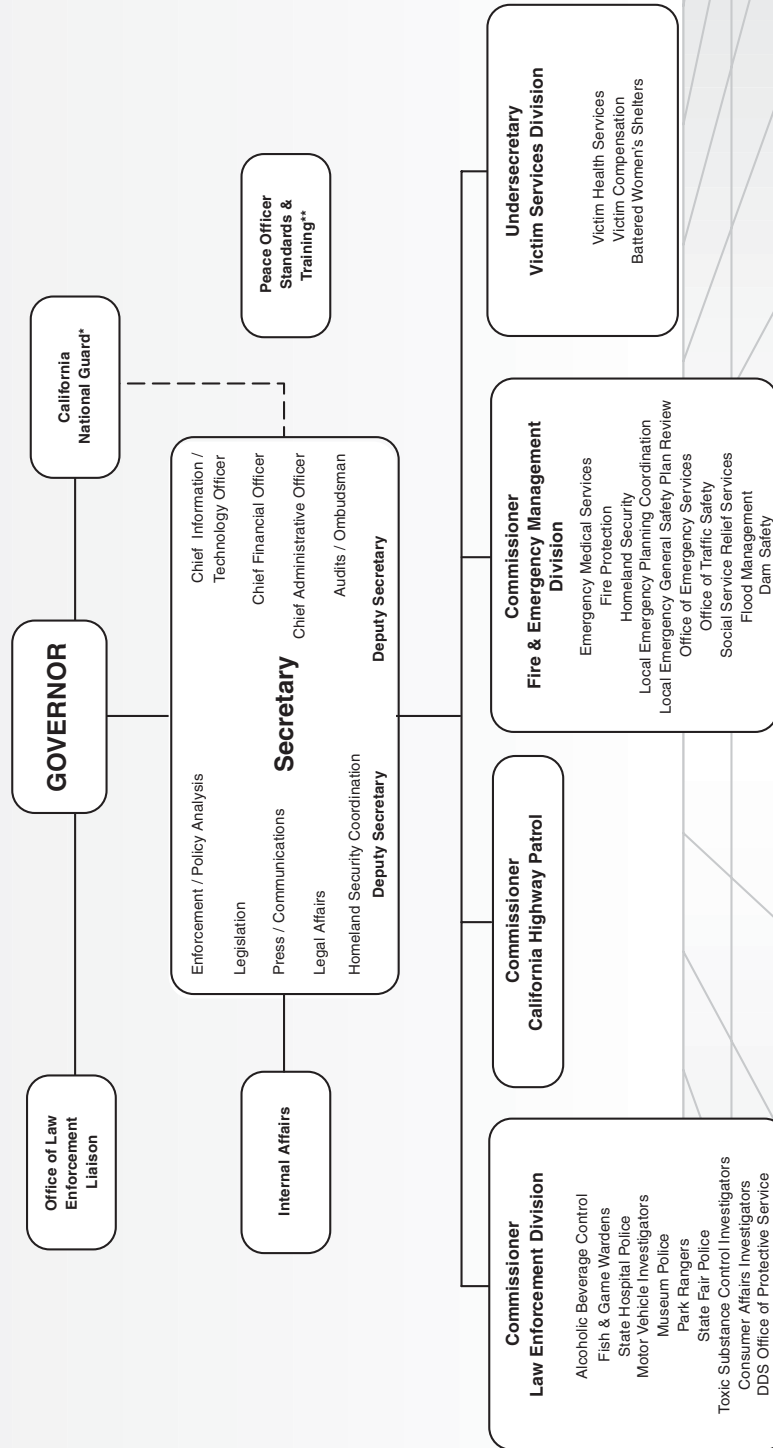
**GOVERNOR**







## Proposed Public Safety & Homeland Security Department



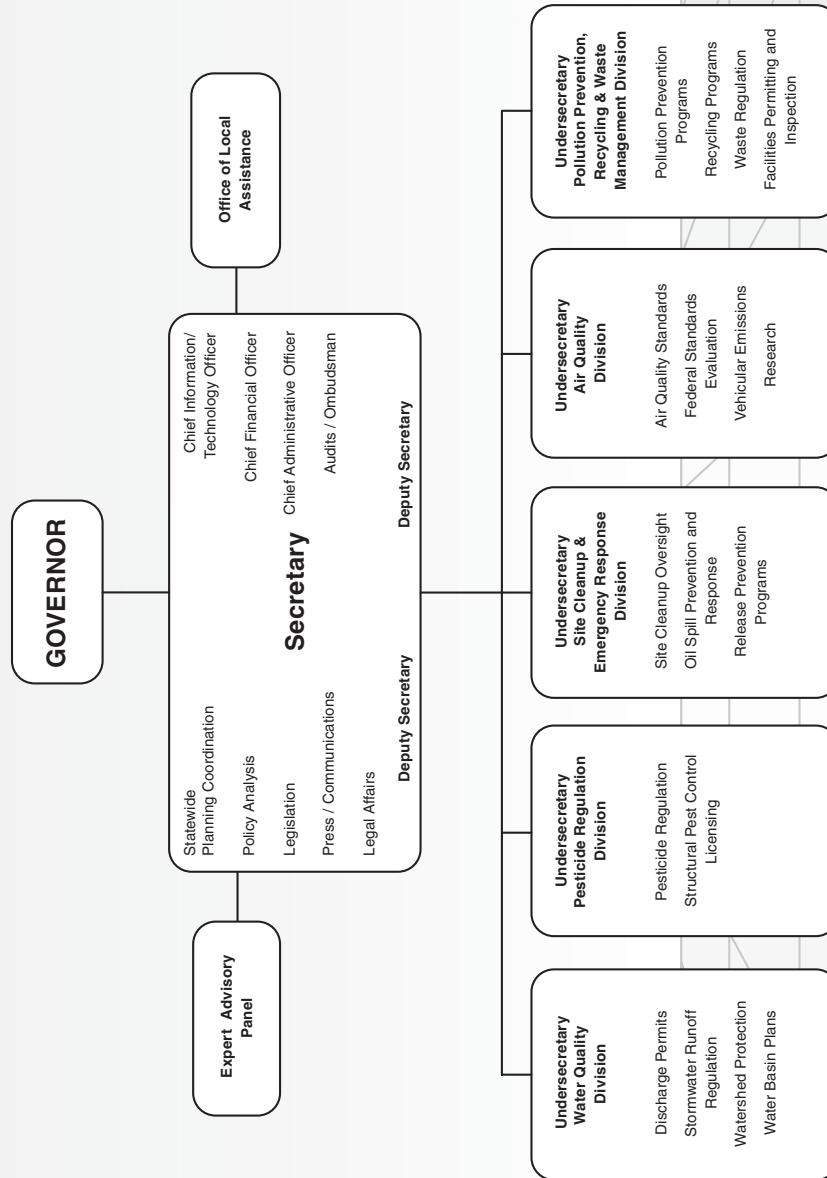
\* Dashed line for California National Guard denotes coordination relationship. Command and control remains with Governor. National Guard shown for relationship purposes only, given the prominent role it plays in Homeland Security and Disaster Response.

\*\*POST located within Department of Justice, shown for relationship purposes only.



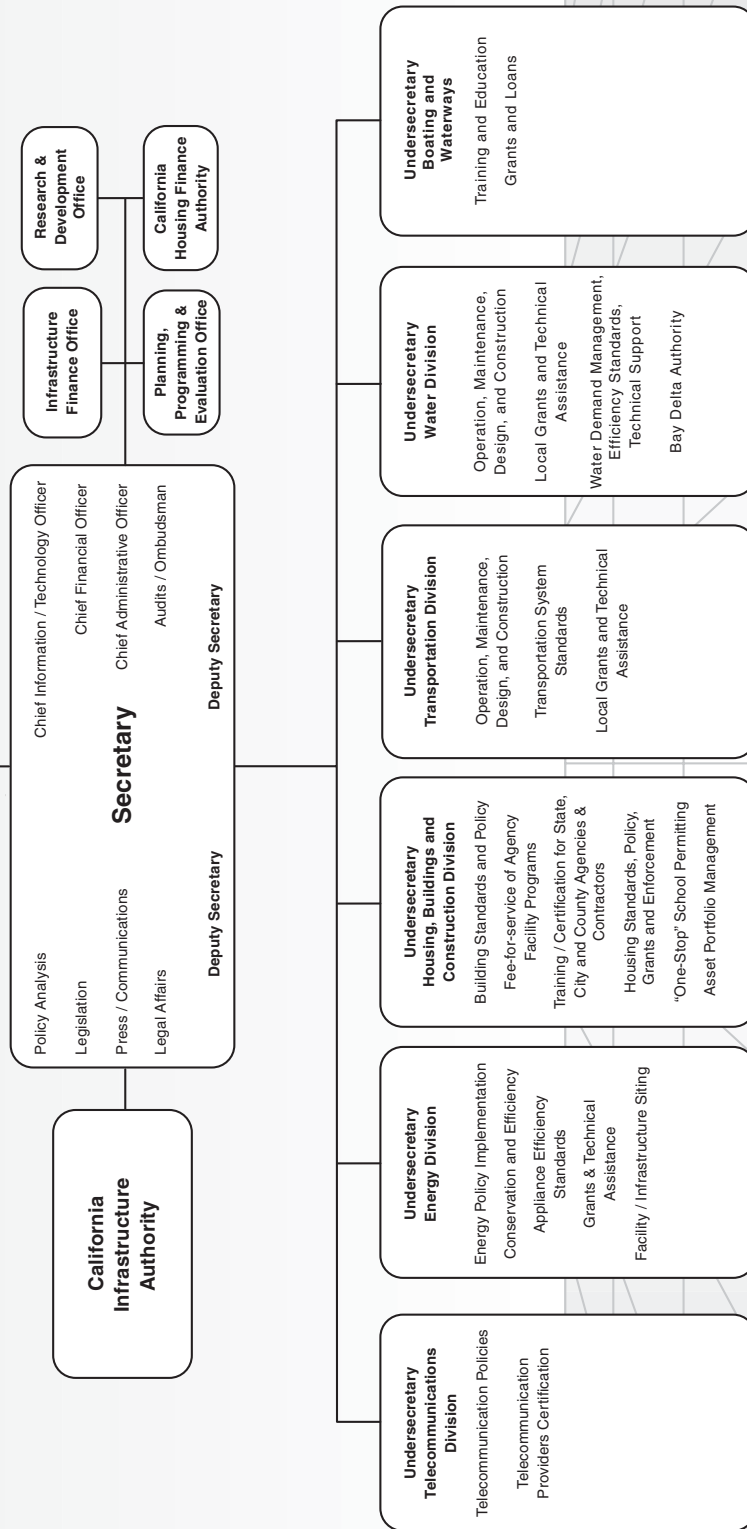


## Proposed Environmental Protection Department





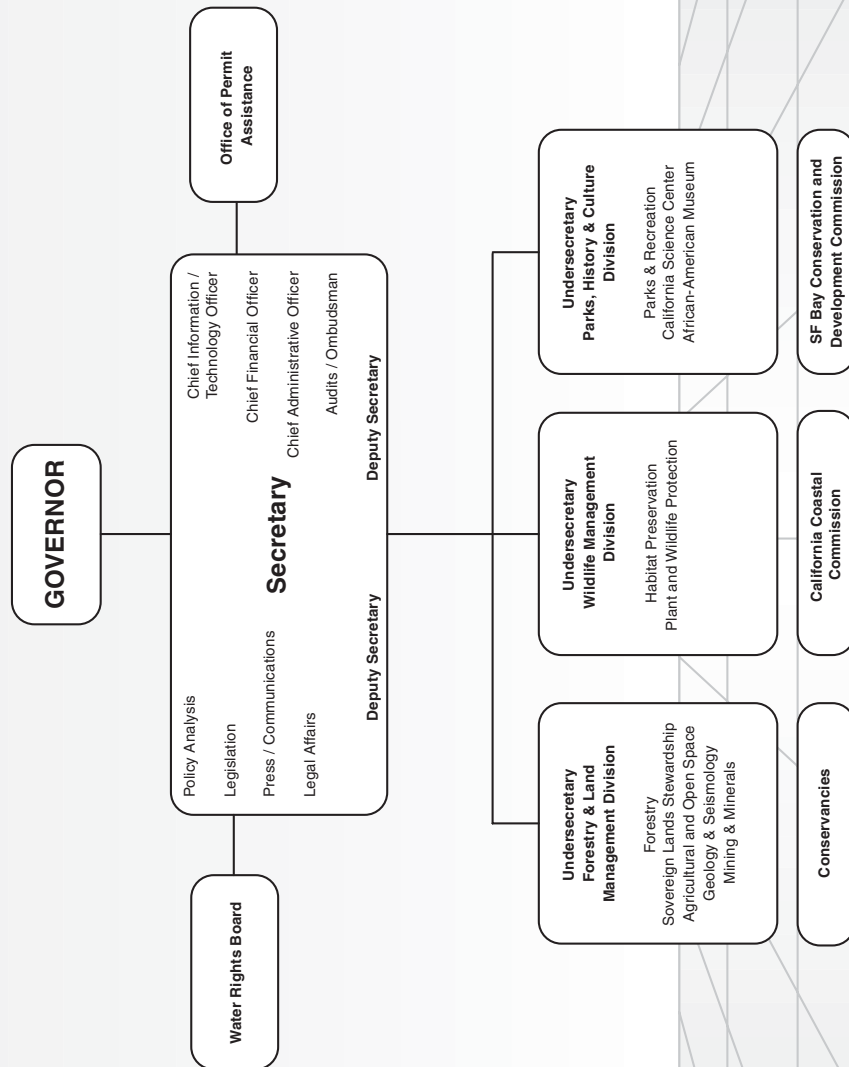
**GOVERNOR**





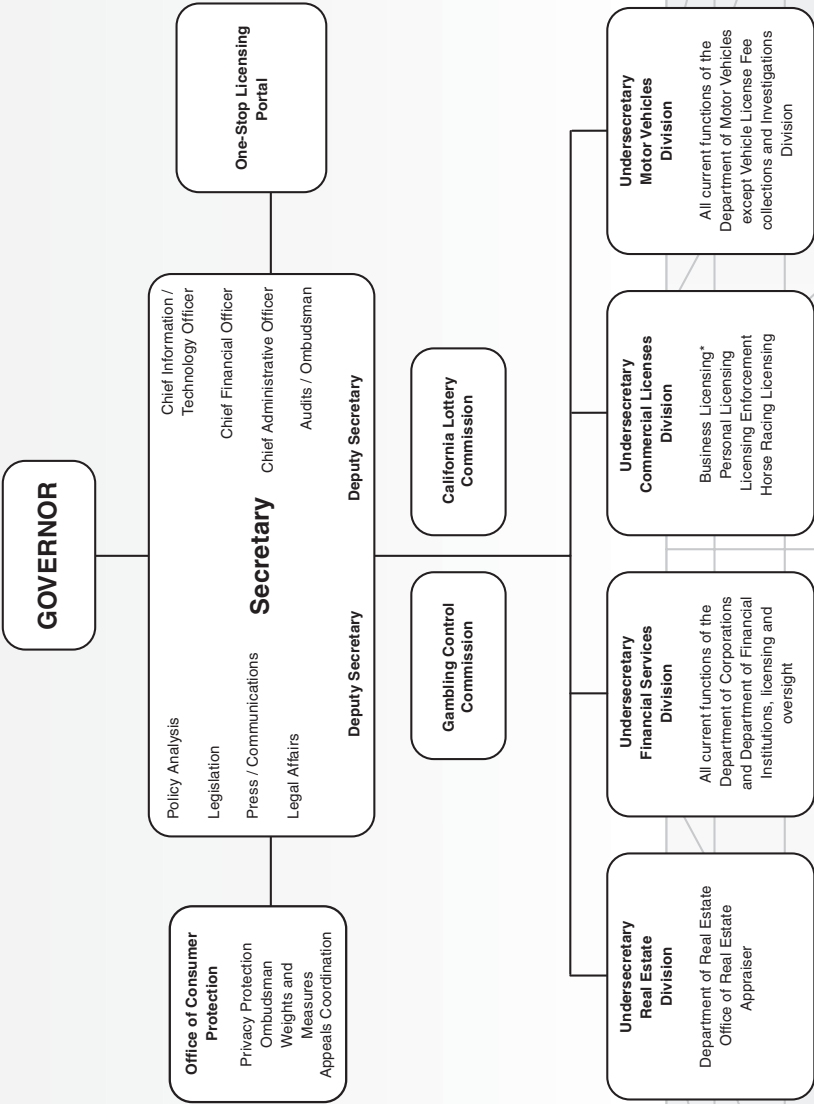


## Proposed Natural Resources Department





Proposed Commerce & Consumer Protection Department

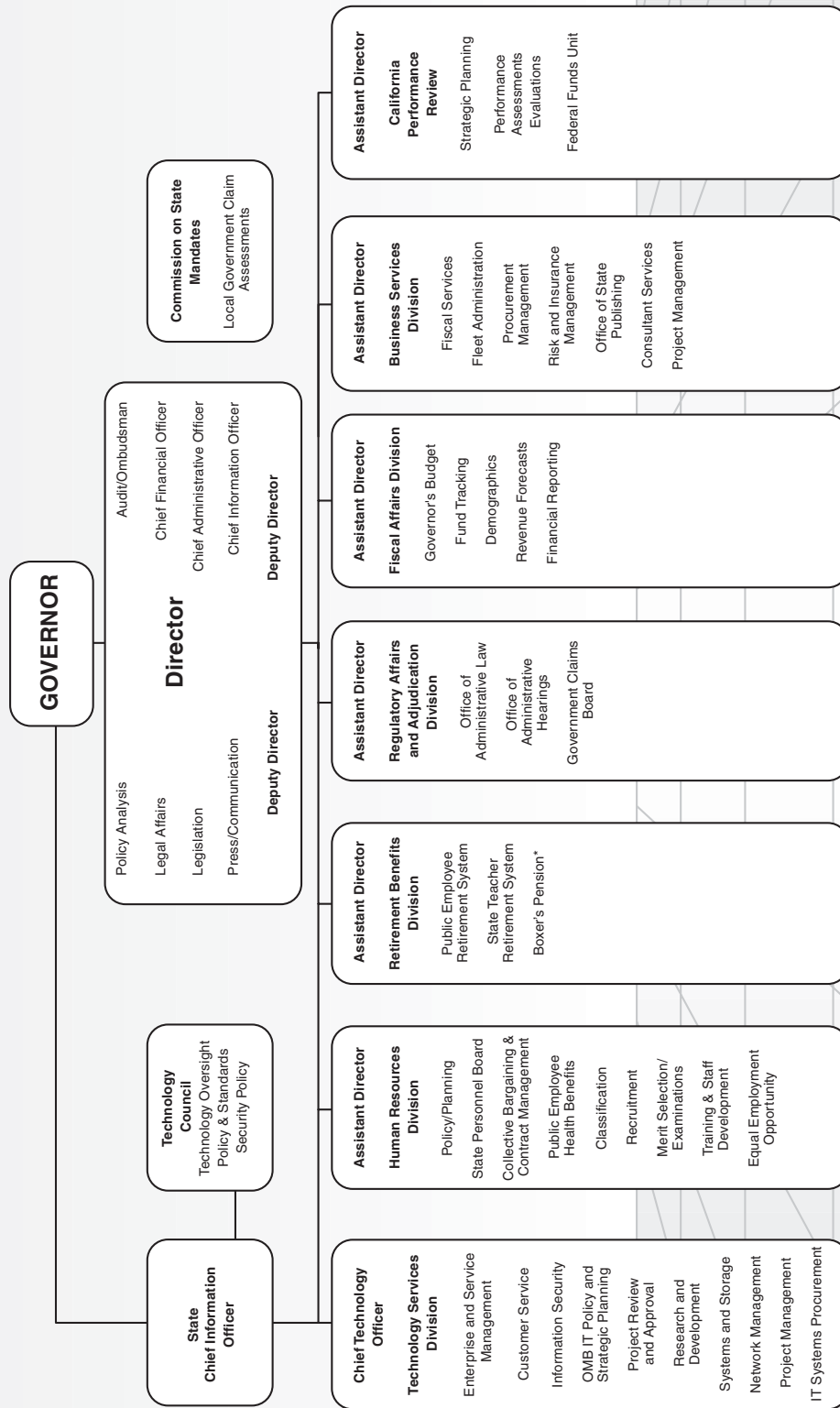


\*Includes retained boards and bureaus for professional licensing functions.





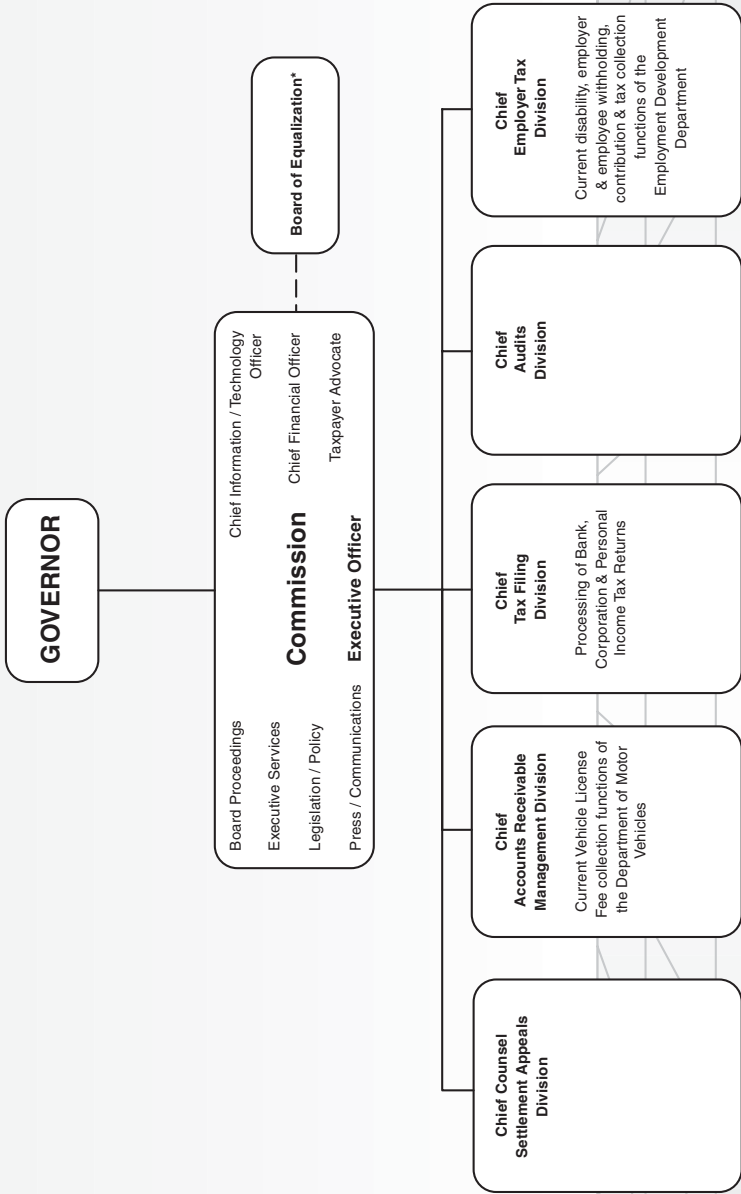
## Proposed Governor's Office of Management & Budget



\*The Boxer's Fund was previously managed by the Athletic Commission, which is proposed for elimination

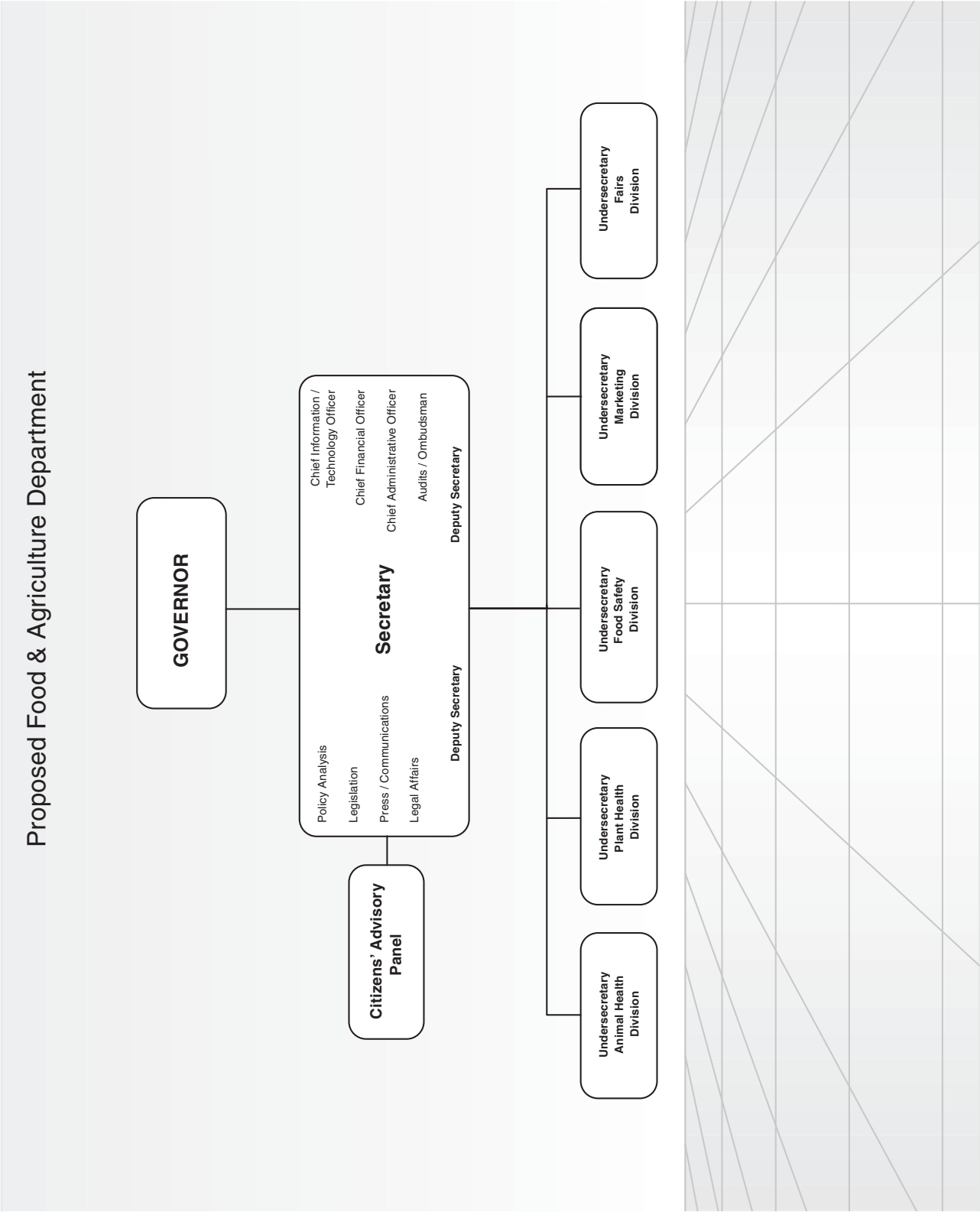


Proposed California Tax Commission



\*Board of Equalization shown for relationship purposes only.

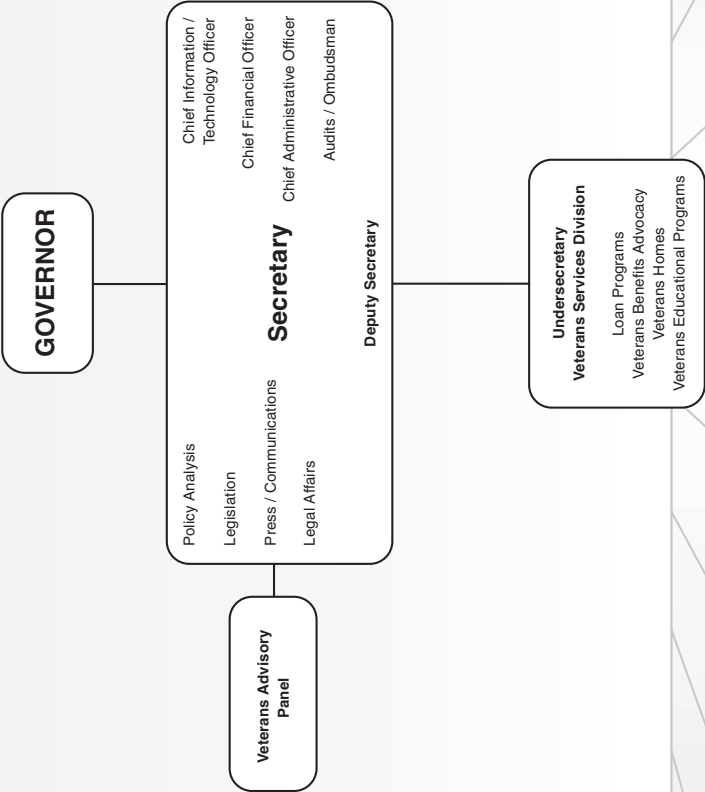








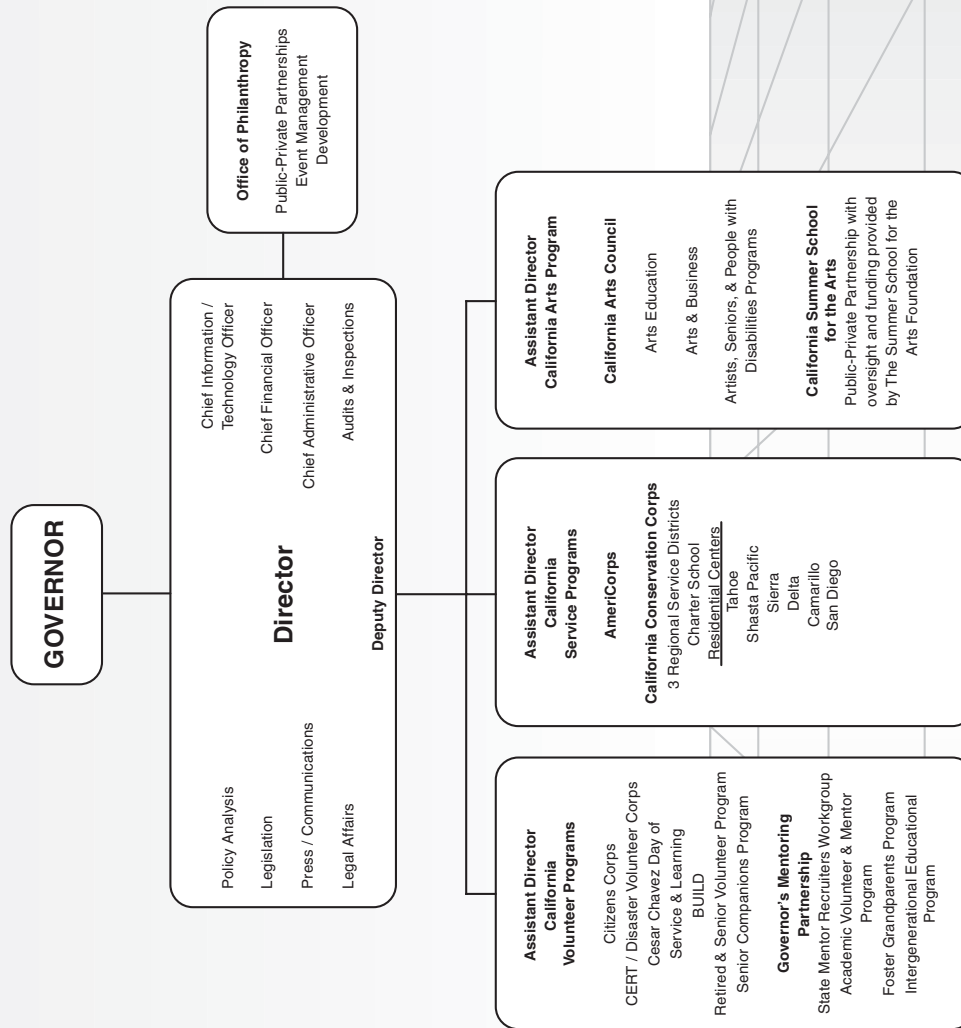
Proposed Veterans Affairs Department







## Proposed California Service Corps





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graph TD
    GOVERNOR[GOVERNOR] --> CIVILIAN[Civilian Corrections Commission]
    CIVILIAN --> INSPECTOR[Office of the Inspector General]
    CIVILIAN --> SECRETARY[Secretary  
Chief Administrative Officer  
Audits / Ombudsman]
    SECRETARY --> INSPECTION[Inspection and Control]
    SECRETARY --> LEGISLATION[Legislation  
Press / Communications  
Legal Affairs]
    SECRETARY --> STANDARDS[Corrections Standards Authority]
    SECRETARY --> DEPUTY1[Deputy Secretary]
    DEPUTY1 --> RESEARCH[Research and Planning]
    DEPUTY1 --> FISCAL[Fiscal Management]
    DEPUTY1 --> HEALTH[Health Care Administration]
    DEPUTY1 --> RISK[Risk Management]
    DEPUTY1 --> INFO[Information Technology]
    DEPUTY1 --> PERSONNEL[Personnel and Training Development]
    DEPUTY1 --> INTERNAL[Internal Affairs]
    DEPUTY1 --> LABOR[Labor Relations]
    DEPUTY1 --> DEPUTY2[Deputy Secretary]
    DEPUTY2 --> YOUTH[Director of Youth Operations]
    DEPUTY2 --> ADULT[Director of Adult Operations]
    YOUTH --> YOUTH_HA[Hearings Administration]
    YOUTH --> YOUTH_RD[2 Regional Directors]
    YOUTH --> YOUTH_FAC[Facilities]
    YOUTH --> YOUTH_PAR[Parole]
    ADULT --> ADULT_HA[Hearings Administration]
    ADULT --> ADULT_RD[6 Regional Directors]
    ADULT --> ADULT_FAC[Facilities]
    ADULT --> ADULT_PAR[Parole]
  
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# Evaluating California's Boards and Commissions

Boards and commissions conduct a variety of tasks in California state government. Some simply provide advice to departments, programs, or even other boards or commissions. Some hear denial of benefit appeals. Some enact regulations and establish policy. Others are responsible for licensing and disciplining professionals such as physicians, contractors, or guide dog trainers.

Some of these boards are highly paid, earning salaries of more than \$100,000 a year for only a few meetings. In fact, the 17 boards and commissions whose members are the highest paid cost the state more than \$9 million in board member salaries alone. While many boards and commissions are composed of volunteer members, they often have permanent staffs, pay rent, or create other costs for the state.

While the cost of the state's myriad boards and commissions is of concern, more important is the desire to ensure that California's governance structure is highly accountable. The line between the Governor and the performance of executive branch functions should be as straight as possible.

When state goals are pursued through un-elected boards and commissions, government is less accountable than if the tasks had been performed directly. If a program is failing Californians, good government demands that blame be easy to affix and hard to deflect. The current structure of boards and commissions creates the opposite situation. For this reason, we pursued a comprehensive review of all boards and commissions within the executive branch.

Within the executive branch of state government, there are more than 300 boards, commissions, panels, task forces, committees and other appointed bodies. These entities are so scattered and numerous across government that arriving at a firm number is nearly impossible. In our search, there was no single source we could turn to find out which commissions existed and why. In fact, state government has no master list of all boards and commissions and the thousands of political appointees that populate them.

While boards and commissions requiring appointment by the Governor or legislative leaders are fairly easy to catalogue, many boards and commissions are appointed by the heads of agencies, departments—even by other boards and commissions.

Throughout our investigation new entities were routinely discovered. No doubt, appointed bodies remain deeply buried within the state government structure that we did not find. When they are located, they too will warrant direct evaluation.

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### ***A Historical Perspective of Boards and Commissions***

Boards and commissions first became popular in the late 19<sup>th</sup> Century. As a response to the corrupt “big city bosses” that ruled American cities during the late 1800s and the early 1900s, reformers sought to remove power and influence over services from what they believed were the clutches of highly partisan and self-centered politicians. Instead, key government decisions would be made by boards and commissions comprised of “experts” who would supposedly apply their expertise in a neutral fashion, influenced only by what worked and what was right, or so the theory went.

The controversy surrounding the criminal trials of the officers accused of beating Rodney King and the subsequent riots provides an excellent example of how boards and commissions can insulate elected officials and confuse accountability. During the riots, former Police Chief Daryl Gates was widely criticized for failing to send in a sufficient number of police soon enough to prevent bloodshed and looting. Yet, under Los Angeles’ boards and commissions structure, neither the Mayor nor the City Council—those most accountable to the electorate—could fire the Chief. That could only be done by the unelected appointees of the Los Angeles Police Commission.

While boards and commissions have in some measure successfully insulated decision-makers from politics and given a semblance of transparency and public access, the problem now is a lack of general accountability. When something goes wrong with a board or commission, the electorate feels powerless because *it is* powerless; there is literally no one to hold *directly* accountable. And transparency without accountability is a façade.

With this in mind, we evaluated the state’s governance model to determine if it still made sense. We explored opportunities for consolidation, where overlap existed. Where decisions could be more logically and appropriately made by another entity, we explored transferring functions and eliminating the board leadership. We also considered whether or not the functions of the boards and commissions were appropriate at all. Our proposal, based on this analysis, is presented below.

Importantly, eliminating a board or commission does not legally bar the government from soliciting the advice of relevant experts. Administrative agencies without statutory board or commission leadership do this all the time. They do it informally, through ad hoc consultations, or formally, through advisory boards or task forces appointed by the director of a program. When the head of an agency seeks such expertise, it will be because—as an accountable official—he or she thinks the advice is needed. It will not be because a statute passed thirty years ago forced the agency head to obtain the advice, needed or not.

As former President Ronald Reagan once observed, “No government ever voluntarily reduces itself in size. Government programs, once launched, never disappear. Actually, a government



bureau is the nearest thing to eternal life we'll ever see on this earth." Hence, an ongoing process is required to ensure that all boards and commissions, as well as other executive branch departments and functions, are subject to periodic and rigorous evaluation.

### ***Why a comprehensive review?***

The citizens who pay for boards and commissions through taxes and fees deserve to have the efficiency and cost effectiveness of those boards and commissions tested regularly for legitimacy, accountability, customer service, innovation and resourcefulness.

While there is a Joint Committee of the Senate and Assembly newly charged with reviewing and analyzing boards and commissions on an ongoing basis, and possibly "sunsetting" them, that legislative review should be viewed as a complement, not a substitute, to this review. Both seek to ensure that boards and commissions are needed and, if needed, that they perform their functions and spend their funds efficiently, effectively and in the public's interest.

However, the legislative sunset review process simply does not have the resources that this effort was able to bring to the task of reviewing all the state's boards and commissions. While the Joint Committee on Boards, Commissions and Consumer Protection ("JCBCCP," formerly known as the Joint Legislative Sunset Review Committee) has a full time staff of four, this effort involved over two hundred state employees. Assuming that the JCBCCP was able to review twenty boards and commissions a year—significantly more than is typical—it would take more than seventeen years to complete a top-to-bottom review of all the state's boards and commissions.

For this reason, while the legislative sunset/sunrise review process is an essential component ensuring that boards and commissions are, on an ongoing basis, performing in a manner worthy of the public's trust, it cannot be the exclusive process.

### ***How California's boards and commissions were analyzed and the results***

A total of 339 boards and commissions scattered across the executive branch were reviewed and, of those, 118 are proposed for elimination. In some cases the board or commission and its functions are both proposed for elimination. In other cases, the board governing structure is being proposed for elimination but the functions of the board are being transferred elsewhere, such as to an existing department.

CPR also identified numerous entities that are technically defunct and should, thus, formally be eliminated from statute.

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A consistent and systematic framework was used as a part of this review to ensure that all analysis focused on the same goals and variables. Decision making focused on the following issues:

- *What was the chief purpose for creating the board or commission?*
- *What are the chief powers and duties of the board or commission?*
- *What costs are associated with this entity?*
- *Are there other entities that logically should perform the functions of the entity?*
- *Must this duty be performed by an autonomous body?*

The results of this review are summarized below.

Boards Evaluated	339
Boards Retained	222
Boards Eliminated	117
Total Number of Appointees Eliminated	1,153
Total Appointed Positions Retained	2,212

Conclusions regarding boards and commissions that are slated for elimination are listed below, as well as details about the disposition of their duties.

## **COMMERCE AND CONSUMER PROTECTION**

### ***Architects Board and Landscape Architects Technical Committee***

Eliminate the Board, which was created in 1901, and the Technical Committee because they are not needed to conduct licensing and regulatory activities of professional disciplines. The operations should be performed by the Commercial Licensing Division of the new Department of Commerce and Consumer Protection. Independent reviews of appeals should be performed by administrative law judges within the Office of Management and Budget. The resulting recommended decisions should be affirmed or rejected by the Secretary of the Department of Commerce and Consumer Protection.

### ***Banking Advisory Council***

Eliminate the Advisory Council. The secretary of the new Department of Commerce and Consumer Protection can appoint an ad hoc committee should the need arise to confer on industry issues.

### ***Board of Barbering and Cosmetology***

Eliminate the Board because it is not needed to regulate the barbering and cosmetology professions. These licensing functions should be performed by the Division of Commercial Licensing within the new Department of Commerce and Consumer Protection. Independent reviews of appeals should be performed by administrative law judges within the Office of Management and Budget. The resulting recommended decisions should be affirmed or rejected by the Secretary of the Department of Commerce and Consumer Protection.

**Board of Registration for Professional Engineers and Land Surveyors**

Eliminate the Board because it is not necessary to the performance of the program's licensing and regulatory activities. The functions should be performed by the Division of Commercial Licensing within the new Department of Commerce and Consumer Protection. The relatively few appeals should be heard by administrative law judges within the Office of Management and Budget. The resulting recommended decisions should be affirmed or rejected by the Secretary of the Department of Commerce and Consumer Protection.

**Bureau of Hearing Aid Dispensers Advisory Committee**

Responsibilities for the regulation of hearing aid dispensers should be transferred to the Department of Commerce and Consumer Protection. The advisory committee should be eliminated. The Secretary can appoint an ad hoc advisory committee if one is needed.

**California Horse Racing Board**

Eliminate the Board because it is not necessary to the performance of the program's regulatory and licensing functions. The operations should be performed by the Commercial Licensing Divisions of the new Department of Commerce and Consumer Protection.

**Contractors State Licensing Board**

Eliminate the Board because it is not necessary to conducting professional licensing and responding to consumer complaints. The functions should be performed by the Division of Commercial Licensing within the new Department of Commerce and Consumer Protection. Appeals should be heard by administrative law judges within the Office of Management and Budget, whose recommended decisions should be approved or rejected by the Secretary of the Department of Commerce and Consumer Protection. This will promote "chain of command" accountability for the handling of this regulatory program, which has been plagued by license application backlogs and a public that widely complains about the quality and reliability of contractors.

**Court Reporters Board**

Eliminate the Board because it is not necessary to the performance of the program's regulatory functions. The operations should be performed by the Commercial Licensing Division of the new Department of Commerce and Consumer Protection. Independent reviews of appeals should be performed by administrative law judges within the Office of Management and Budget. The resulting recommended decisions should be affirmed or rejected by the Secretary of the Department of Commerce and Consumer Protection.

**Credit Union Advisory Committee (in the Department of Financial Institutions)**

Eliminate the Committee. The new Secretary of Department of Commerce and Consumer Protection can appoint ad hoc advisory committees when the need arises.

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***Electronic Commerce Advisory Council***

This Council was created by Executive Order in 1998. It was charged with issuing a report on electronic commerce which it completed in 2000 and has apparently been dormant since then. Hence, it should formally be eliminated.

***Inspection and Maintenance Review Committee  
(in the Bureau of Automotive Repair)***

Eliminate the Commission. The Secretary of the new Department of Commerce and Consumer Protection can appoint an ad hoc advisory committee as the need arises.

***New Motor Vehicle Board***

Eliminate the Board. The dispute resolution function should be handled by the parties directly. There is no need for a governmental body to take on this work. Furthermore, consumer complaint mediation should be a core function of the Office of Consumer Protection within the new Department of Commerce and Consumer Protection.

***Board of Pilot Commissioners for the Bays of San Francisco,  
San Pablo, and Suisun***

Eliminate the Board. The licensing function of boat pilots in these bays should be performed within the Division of Commercial Licensing in the Department of Commerce and Consumer Protection. The independent review of appeals should be performed by administrative law judges within the Office of Management and Budget. Decisions on these hearings should be rendered by the Secretary of the new Department of Commerce and Consumer Protection. It should also be noted that this function is a prime candidate for delegation to a local entity given the geographic limitations of the body's focus.

***Private Security Disciplinary Review Commission (North/South) and Alarm  
Company Disciplinary Review Committee***

Eliminate these Commissions. Oversight of private security and alarm operators should continue through the Division of Commercial Licensing within the Department of Commerce and Consumer Protection. The independent review of appeals should be performed by administrative law judges within the Office of Management and Budget. Decisions on these hearings should be rendered by the Secretary of the new Department of Commerce and Consumer Protection.

***Real Estate Advisory Commission***

Eliminate the Commission. The Secretary of the new Department of Commerce and Consumer Protection can appoint an ad hoc advisory committee when the need arises.

***Service Agency Advisory Committee***

Eliminate the Committee. It was created and appointed by the Secretary of the Department of Food and Agriculture to assist the Division of Measurement and



Standards. The Measurements and Standards function is transferring to the Department of Commerce and Consumer Protection. As such, that Secretary can appoint an ad hoc advisory committee as the need arises.

### ***Speech-Language Pathology and Audiology Board***

Eliminate the Board because it is not needed to conduct professional licensing. These functions should be performed by the Division of Commercial Licensing within the new Department of Commerce and Consumer Protection.

## **LABOR AND ECONOMIC DEVELOPMENT**

### ***Agricultural Cooperative Bargaining Advisory Committee***

Eliminate the Advisory Committee. This is a purely advisory body. The Secretary of the Department of Food and Agriculture can appoint an ad hoc committee to assist if the need arises.

### ***Apprenticeship Council***

Eliminate the Council, which has been in place since the 1930s, because it is no longer needed to perform regulatory and advisory responsibilities. These activities should be performed by the Division of Workforce Development within the new Department of Labor and Economic Development. The Secretary can appoint ad hoc advisory committees if the need arises.

### ***Commission of the Californias***

Eliminate the Commission, which has been dormant for a number of years. A formal commission is not required to promote favorable ties with Baja California. That can be handled by the Governor's Office with assistance from the Secretary of Department of Labor and Economic Development.

### ***Commission for Economic Development***

Eliminate the Commission. This commission was inactive for nearly ten years. New appointments were made in August of 2003. Three meetings have been held and two reports issued since that time. Despite this recent activity, it is duplicative of the Economic Strategy Panel, which addresses the same issues and should continue within the new Department of Labor and Economic Development.

### ***Commission on Health and Safety and Workers' Compensation***

Eliminate this Commission. The Commission is responsible for conducting a continuing examination of the Workers' Compensation system and related programs to prevent on-the-job injuries and illnesses. The Commission frequently contracts out with private non profit research organizations to meet this requirement. The Secretary of the Department of Labor and Economic Development can continue to use such organizations as the need arises.

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### ***Committee for the Employment of People with Disabilities***

Eliminate the Committee. The functions of promoting the employment of people with disabilities should be carried out by the Division of Workforce Development within the new Department of Labor and Economic Development. Delegating such an important goal to a separate panel actually diminishes executive accountability. The Secretary can appoint an ad hoc advisory committee as needed to assist in this effort but should serve as the individual directly accountable for ensuring opportunities and full access to employment by individuals with disabilities.

### ***Employment Training Panel***

Eliminate the Panel because it is not needed to perform job forecasting, training and advisory responsibilities. Many of its programs are duplicative of programs in other state agencies. For instance, information on labor markets is also tracked by the Employment Development Department and the Department of Industrial Relations. The functions of the Employment Training Panel should be carried out within the new Department of Labor and Economic Development and the Secretary can appoint ad hoc advisory commissions as the need arises.

### ***Fair Employment and Housing Commission***

Eliminate the Commission. All of its functions related to preventing discrimination in housing and employment will be performed by the Division of Workplace Protection within the new Department of Commerce and Consumer Protection. Hearings on these matters should be conducted by the Office of Appeals in the Department of Labor and Economic Development. The recommended decisions resulting from these hearings should be approved or rejected by the Secretary of the Department of Labor and Economic Development.

### ***Industrial Welfare Commission***

Eliminate this Commission because it is not needed to perform the Commission's primary activity, which is to ensure that wages and working conditions are appropriate to the type of work conducted. This charge should be performed by the Workforce Protection Division of the new Department of Labor and Economic Development.

### ***Occupational Safety and Health Appeals Board and Occupational Safety and Health Standards Board***

Eliminate these Boards. Functions related to standard-setting for the state's occupational safety and health program should be performed by the Division of Workplace Protection within the Department of Labor and Economic Development. Appeals of occupational safety decisions will be heard by administrative law judges located in the Office of Appeals within the Department of Labor and Economic Development. Recommended decisions arising from these hearings should be approved or rejected by the Secretary of the Department of Labor and Economic Development.

***Rehabilitation Appeals Board***

Eliminate the Board. All appeal hearings related to rehabilitation cases currently heard by the Board should be conducted by the Office of Appeals within the newly created Department of Labor and Economic Development. Recommended decisions arising from these hearings should be approved or rejected by the Secretary of the Department of Labor and Economic Development.

***Small Business Board***

Eliminate the Board. The Board was a part of the now defunct Technology, Trade, and Commerce Agency. Though TTCA has been eliminated the Small Business Board remains in statute and should formally be eliminated as well.

***Small Business Reform Task Force***

Eliminate the Task Force, which completed a report on small business-oriented reforms in May of 2002 and has not been active since the change in administration. The concerns of small business should be addressed by the new Department of Labor and Economic Development.

***Unemployment Insurance Appeals Board and Workers' Compensation Appeals Boards***

Eliminate these Boards. All appeal functions should continue in the Office of Appeals within the Department of Labor and Economic Development. Appeals should be heard by administrative law judges there and the Secretary will render decisions on the ALJ recommendations.

**ENVIRONMENT AND NATURAL RESOURCES*****Air Resources Board***

Eliminate the Board because it is not needed to oversee air quality regulatory functions. The operations should be performed within the Division of Air Quality in the new Department of Environmental Protection. The Secretary of the Department of Environmental Protection can appoint an ad hoc advisory committee should the need arise.

***Board of Geologists and Geophysicists***

Eliminate the Board, transferring the responsibilities to the existing Board of Mining and Geology, which should be placed in the Division of Land Management in the new Department of Natural Resources. The consolidation will save money through economies of scale and consolidation of overlapping areas of responsibility.

***Boating and Waterways Commission***

Eliminate the Commission. Primary functions, including approval of various grants and loans, should be performed by the Division of Boating and Waterways within the new Department of Infrastructure. The Secretary can appoint ad hoc advisory committees as the need arises.

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***Board of Forestry and Fire Protection***

Eliminate the Board because it is not needed for fire prevention, fire fighting, or forestry management. All operations related to fire protection should be performed by the Division of Fire and Emergency Management within the new Department of Public Safety and Homeland Security. All functions related to forestry management practices (timber harvesting, for instance) should be performed by the new Department of Natural Resources, including those functions performed by the Board. The Secretaries of these Departments can appoint ad hoc advisory committees as the need arises. Appeals currently heard by this Board should be conducted by administrative law judges within the Office of Management and Budget. The Secretary of Natural Resources should approve or reject the ALJ recommended decisions.

***Colorado River Board***

Eliminate the Board. Negotiations and issues related to California's "fair share" of Colorado River water—one of the most complex and important issues confronting the state—should be handled directly by the Governor's Office with assistance from the Secretary of Natural Resources.

***Delta Protection Commission***

Eliminate the Commission. A 2004–2005 LAO budget analysis documented that fully one half of the Commission's non-administrative time was spent monitoring CalFED and concluded that the Commission had completed its core functions and that much of its remaining work was duplicative of the Bay-Delta Authority. The Commission also is authorized to hear land use appeals but in recent years there have been none. The remaining responsibilities should be performed within the new Department of Natural Resources with cooperation from the new Department of Environmental Protection and Department of Infrastructure.

***Heritage Preservation Commission***

Eliminate the Commission. All functions related to historical and cultural preservation should be conducted by the Division of Parks, History, and Culture within the Department of Natural Resources. Should the need arise, the Secretary may appoint an ad hoc advisory committee.

***Historical Resources Commission***

Eliminate the Commission and transfer all responsibilities related to the listing of historic sites, inventorying of such sites, and developing policies to ensure their preservation and rehabilitation to the Division of Parks, History, and Culture within the Department of Natural Resources. Should the need arise, the Secretary may appoint an ad hoc advisory committee to deal with such matters as evaluating sites for listing on the National Register of Historic Places, the California Register of Historical Resources, and the California Historical Landmarks and California Points of Historical Interest registration programs.

***Integrated Waste Management Board***

Eliminate the Board because it is not needed to conduct the responsibilities of helping managing California's solid waste stream. This function should be carried out by the new Department of Natural Resources. Current activities of the board are either duplicative of local planning agencies (e.g., permitting of landfills) or have suffered because of the fragmented and unaccountable nature of the Board.

***Interagency Aquatic Invasive Species Council***

Eliminate this advisory council. Efforts to protect against aquatic invasive species should be coordinated through the Department of Natural Resources. When the Council was established, the legislation did not provide funding. Accordingly, the Council was never formed. The comprehensive plan it was charged with developing has been initiated by staff in the Department of Fish and Game, although it is behind schedule. Making clear that this responsibility stays with the Department of Natural Resources will make them directly accountable for a function that they are already performing.

***Oil Spill Technical Advisory Commission***

Eliminate the Commission. Functions related to oil spill prevention and response should be performed by the new Department of Environmental Protection. The Secretary may appoint ad hoc advisory committees as the need arises for technical advice.

***Off Highway Motor Vehicle Recreational Commission***

Eliminate the Commission because it is not needed to carry out responsibilities related to approval of Off-Road Vehicle use in public areas. These responsibilities should be conducted directly by the Department of Natural Resources.

***State Lands Commission***

Eliminate this Commission as it is duplicative of other functions within state government. The three primary responsibilities of the body should be transferred to more appropriate entities, as defined below. Maritime facilities responsibilities should be transferred to the Department of Environmental Protection. Mineral leasing activities should be split. Mineral leasing activities related to energy production should be transferred to the Division of Energy within the California Infrastructure Department. Those related to non-energy commodities (gold, silver, etc.) should be conducted by the Department of Natural Resources. The land management function of the State Lands Commission should also be split to more appropriately align with departmental activities. The Division of Land Management within the Department of Natural Resources should oversee the sovereign lands portion of the portfolio. School land management functions should be carried out by the Department of Infrastructure.

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### ***State Water Resources Control Board and Regional Water Quality Control Boards***

Eliminate these Boards and replace them with 10 exempt officers appointed by the Governor (one to replace the state board and one to replace each regional board). The primary responsibility of the bodies for promulgating water quality regulations, implementing water monitoring programs, issuing water discharge permits and enforcing water quality regulations should be vested with the Division of Water Quality of the Department of Environmental Protection and its regional officers. Basin plans (three-year planning documents) should be developed by members appointed on an ad hoc basis for six months, after which time, having completed the plan, the group will be disbanded.

### ***Structural Pest Control Board***

Eliminate the Board because it is not needed to regulate the structural pest control industry. The operations should be performed by the new Department of Environmental Protection. Independent reviews of appeals should be performed by administrative law judges within the Office of Management and Budget. The resulting recommended decisions should be affirmed or rejected by the Secretary of the Department of Environmental Protection.

## **INFRASTRUCTURE**

### ***Alternative Energy and Advanced Transportation Financing Authority***

Eliminate this Authority and transfer its responsibilities for financing facilities that use alternative sources of energy to reduce pollution to the new Infrastructure Authority within California Infrastructure Department.

### ***Board of Reclamation***

Eliminate the Board. All of the duties of this Board, which was established in 1861, such as acquiring easements for flood control purposes and constructing bypasses and levees, should be performed by the new Department of Infrastructure.

### ***Building Standards Commission***

Eliminate the Board because it is not needed to perform functions related to building standards. These responsibilities, including building standards code adoption, conflict resolution, and appeals should be transferred to the new Housing, Buildings, and Construction Division with the new California Infrastructure Department. Appeals should be heard by administrative law judges within the Office of Management and Budget. The Secretary of the Department of Infrastructure should affirm or reject recommended decisions arising from these appeals.

### ***California Transportation Commission***

Eliminate the Commission. All of its functions, including programming and allocating of funds for the construction of highway, passenger rail and transit improvements, should be assumed



by the new Infrastructure Authority within the new California Infrastructure Department. The Secretary can appoint ad hoc advisory committees if the need for such bodies arise.

***California Water Commission***

Eliminate the Commission. The primary responsibilities of the commission, including regulatory approval and condemnation authority, should be performed by the California Infrastructure Authority within the new California Infrastructure Department. The Secretary can appoint ad hoc advisory committees if the need arises.

***Consumer Power and Conservation Financing Authority***

Eliminate the Authority. Transfer the bonding authority for energy-related infrastructure to the new Infrastructure Authority within the California Infrastructure Department. Only \$28 million of the \$5 billion of bond authority has been issued because of changing energy markets. The Governor's 2004-05 budget proposes eliminating the Authority. The LAO concurs but also recommends retaining the ability to issue bonds and promote conservation.

***Departmental Transportation Advisory Committee***

Eliminate this Committee as functions related to state scenic highways should be performed by the California Department of Infrastructure.

***Electricity Oversight Board***

Eliminate the Board. The Board has been made nearly obsolete by the energy crisis and rarely calls meetings. Remaining functions, such as representing the state in energy litigation, should be performed by the new California Infrastructure Department.

***Energy Commission***

Eliminate the Commission. All of the functions of the Energy Commission should be performed by the consolidated Division of Energy within the newly created California Infrastructure Department. The Secretary can appoint ad hoc advisory committees as the need arises.

***High Speed Rail Authority***

Eliminate the Commission. Transfer the responsibilities for developing a financial plan for a potential high speed rail line to the new Infrastructure Authority within the new California Department of Infrastructure.

***Low Income Oversight Board***

Eliminate the Board, which is formulated to serve in an advisory capacity to the Public Utilities Commission on low-income energy assistance programs and serve as liaison for the Commission to low-income ratepayers and their representatives. While the PUC will retain its rate-setting functions, it is inappropriate to utilize a separate body for issues related to serving

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low-income residents; this diminishes accountability. The PUC should remain the entity directly accountable for the concerns of low-income ratepayers.

***Public Library Construction and Renovation Board***

Eliminate this Board and transfer responsibilities for financing the building of libraries to the new Infrastructure Authority within the new California Infrastructure Department.

***Public Works Board***

Eliminate the Board and transfer its responsibilities to the new California Infrastructure Authority within the new California Infrastructure Department. The parkland acquisition function of the Board should be shifted to the Wildlife Conservation Board within the Department of Natural Resources.

***Seismic Safety Commission***

Eliminate the Board. Seismic safety functions, including the review of government-funded seismic activities, should be performed directly by the Division of Housing, Building, and Construction within the California Infrastructure Department. Combining this within the Infrastructure Department will better align seismic safety efforts with infrastructure development and management efforts.

***State Allocation Board***

Eliminate the Board and transfer its responsibility for allocating school bond proceeds for the construction of education facilities to the new Infrastructure Authority within the California Infrastructure Department.

***Tax Credit Allocation Committee***

Eliminate the Committee and transfer the responsibilities for distributing state and federal tax credits to encourage low-income housing construction and retention to the new Infrastructure Authority within the new California Infrastructure Department.

**EDUCATION AND WORKFORCE PREPARATION**

***Brown v. Board of Education of Topeka Advisory Committee***

Eliminate the Committee. The Director of the new Department of Education and Workforce Preparation can appoint an ad hoc advisory committee to carry out any remaining activities assigned to this advisory committee, which will sunset in 2006.

***California Career Resources Network (formerly known as Occupational Information Coordinating Committee)***

Eliminate the Network. The new Secretary of the Department of Education and Workforce Preparation should create a new Cabinet level working group to align education resources and programs with economic and job trend information produced by the Department of Labor and



Economic Development. This transfer will keep California in compliance with federal requirements for a coordinating body.

***Community College Board of Governors***

Eliminate the Board. Responsibility for overseeing the Community College system should be assigned to the Division of Higher Education within the new Department of Education and Workforce Preparation.

***Education Audit Appeals Panel***

Eliminate the Panel. Transfer responsibility for the appeal resolution process to the new Department of Education and Workforce Preparation. The Secretary can convene an ad hoc advisory panel if the need arises.

***California Postsecondary Education Commission and the Quality Education Commission***

Eliminate the Commissions. The functions of the Postsecondary Education Commission should be conducted by the Division of Higher Education within the Department of Education and Workforce Preparation. The primary task of the Quality Education Commission, the development and refinement of a successful education model, is a core function of the new Department of Education and Workforce Preparation. Given the Department's integrated focus on K–12 and higher education, the Department will be better able to develop a strategy that more effectively aligns the two systems. The Secretary of the Department of Education and Workforce Preparation can also appoint an ad hoc advisory committee as the need arises.

***Student Aid Commission and the Loan Advisory Council***

Eliminate the Commission and Council. The Division of Higher Education within the new Department of Education and Workforce Preparation should be responsible for ensuring adequate financial support for students. The Secretary can appoint an ad hoc advisory committee if the need arises.

**HEALTH AND HUMAN SERVICES**

***Bureau of Naturopathic Medicine Advisory Committee***

Eliminate the Advisory Committee. There is no need for such a committee with gubernatorial appointments. The Secretary of Health and Human Services will be free to appoint an ad hoc committee if the need arises.

***California Commission on Aging***

Eliminate the Commission. While the task of ensuring that policy decisions give proper consideration to the impacts they will have on older individuals is valuable, a formal commission with gubernatorial and legislative appointments is not. These functions would be more effectively and efficiently handled within the Department of Health and Human

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Services. Furthermore, individual Secretaries will be empowered to appoint advisory panels as the need arises.

***Child Development Policy and Advisory Committee***

Eliminate the Committee as it is purely advisory in nature. The Secretary of the Department of Health and Human Services can establish an ad hoc advisory panel if necessary.

***Health Policy and Data Advisory Commission***

Eliminate the Commission because it is purely advisory in nature. The Secretary of Department of Health and Human Services can appoint an ad hoc panel if the need arises. The commission was created to address issues stemming from the 1985 elimination of the Health Facilities Commission. However, there were no action items on the agenda for any of the last three meetings held in 2003 and public participation is minimal.

***Heart Disease and Stroke Prevention and Treatment Task Force***

Eliminate the Task Force. No appointments have been made. The Secretary of the new Department of Health and Human Services can appoint an ad hoc advisory committee if it is determined that there is a need.

***Department of Managed Care Advisory Committee and Clinical Advisory Panel***

Eliminate the Committee and the Panel. Most of the work is advisory. Functions related to overseeing managed health care should be shifted to the Division of Quality Assurance within the new Department of Health and Human Services, which already maintains a core competency in healthcare oversight. The Department Secretary will be free to assemble an advisory group if the need arises.

***Managed Risk Medical Insurance Board***

Eliminate the Board because it is not needed to ensure adequate health coverage for Californians. The various programs operated by the Board should be shifted to the Division of Health Purchasing within the new Department of Health and Human Services.

***Medical Assistance Commission***

Eliminate the Commission because it is not needed to carry out functions related to negotiating contracts for health care. The functions should be carried out by the Division of Health Purchasing within the new Department of Health and Human Services.

***Rural Health Policy Council***

Eliminate the Council. All matters related to establishing rural health policy should be conducted by the Division of Health Protection within the newly created Department of Health and Human Services.



## **PUBLIC SAFETY**

### ***911 Advisory Board***

Eliminate the Board because it is not necessary to ensure an effective 911 emergency response system. The Department of Public Safety and Homeland Security is being created with the specific goal of coordinating emergency response resources. The 911 system is a key element of this emergency response infrastructure. To ensure coordination with the Office of Management and Budget (particularly the Technology Services Division), the Secretary of Public Safety, in conjunction with the Director of the Office of Management and Budget should assemble an ad hoc coordinating committee drawing on the necessary range of government and non-governmental expertise.

### ***Commission on Emergency Medical Services***

Eliminate the Commission and transfer functions, including review and approval of regulations to implement the Emergency Medical Services Act to the Division of Fire and Emergency Management within the newly created Department of Public Safety and Homeland Security. The Department Secretary may appoint an ad hoc advisory committee if the need arises.

### ***State Board of Fire Services***

Eliminate this advisory Board, which has apparently not met in more than a year. All duties related to fire prevention and protection should be performed by the Division of Fire and Emergency Management within the new Department of Public Safety and Homeland Security.

### ***Campus Sexual Assault Task Force***

Eliminate the Task Force. It was required to develop and submit a report to address sexual assault on CSU and UC campuses by April 1, 2004. The report was produced and hence there is no further need for this Task Force.

### ***Racial Profiling Panel***

Eliminate the Panel. The panel was formed to develop a report on curriculum for training to avoid racial profiling by law enforcement officers. It completed its work in 2003 and has been disbanded but is still listed in the Penal Code and should be removed.

### ***Victims Compensation and Government Claims Board***

Transfer the Board's functions related to Victim's Compensation to the Division of Victims' Services within the newly created Department of Public Safety and Homeland Security. The Board and its role related to Government Claims should continue within the Office of Management and Budget.

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## **CORRECTIONS**

### ***Board of Prison Term***

Eliminate the Board. The parole review and other hearing functions of the board should be transferred to the newly established Hearings Division within the Department of Correctional Services.

### ***Correctional Peace Officer Standards and Training Commission***

Eliminate the Commission. The functions related to correctional officer standards and training should be performed by the Correctional Standards Authority (formerly the Board of Corrections). The apprenticeship program for correctional peace officers should be eliminated in its entirety.

### ***Joint Venture Policy Advisory Board***

Eliminate the Board, whose only function is advisory and nonessential to the operation of the Joint Venture program.

### ***Narcotic Addict Evaluation Authority***

Eliminate the Board and transfer functions related to overseeing the "Civil Addict" program to the Department of Correctional Services.

### ***Prison Industry Board***

Eliminate the Board. The Prison Industry Authority, which this board oversees, is being absorbed by the Department of Correctional Services, under the control of the Director of Adult Operations.

### ***Youth Authority Board***

Eliminate the Board. The functions of the Board should be transferred to existing staff within the California Youth Authority.

## **MISCELLANEOUS**

### ***Athletic Commission***

Eliminate the Commission. The state does not require a commission of political appointees to oversee basketball, hockey, football or a variety of other sports that have amateur and professional organizations that oversee their operations, set their own rules, and are self enforcing. The same should be the case for the sports currently regulated by the Athletic Commission, namely boxing and martial arts. In fact, federal law specifically authorizes the Association of Boxing Commissions to oversee boxing matches in states without a commission. The small pension fund administered by the Athletic Commission should be transferred to the Retirement Benefits Division of the Office of Management and Budget.

***Bipartisan California Commission on Internet Political Practices***

Eliminate the Commission. The Commission was established by legislation in 1999 to prepare a report which it completed. The Commission sunsetted at the end of 2003 but should be formally removed from the Statutes of 1999.

***Board of Guide Dogs for the Blind***

Eliminate the Board because it is not necessary to conduct licensing functions. Very few licensees and schools that prepare individuals who train guide-dogs for the blind are regulated by the current Board. These activities should be performed within the Division of Higher Education within the new Department of Education and Workforce Preparation, which should license and oversee private higher education institutions and vocational schools.

***Commission on Asian and Pacific Islander American Affairs, Holocaust, Genocide, Human Rights, Tolerance Education Task Force, Mexican American Veterans Memorial Board, Commission on the Status of Women and Vietnam Veteran's Memorial Commission***

Eliminate all these individual entities and transfer the responsibilities for the promotion and recognition of these communities to a new Governor's Office of Community Affairs. This office should be directly accountable to the Governor for the success or failure of the programs operated by these separate agencies. It should also serve as a focal point for access to the Governor's Office for all communities and cultures, something that is nonexistent now.

***Commission on Uniform State Laws***

Eliminate the Commission. The major work comes from coordination with the National Conference of Commissioners on Uniform State Laws. California can continue to participate in this national effort without appointing a separate state commission.

***Franchise Tax Board***

Eliminate the Board and transfer its authority to the newly created California Tax Commission, which should be directly responsible for the myriad of tax collecting functions currently scattered across numerous departments, including the Franchise Tax Board, the Department of Motor Vehicles, and the Employment Development Department.

***Veterans Board and the Governor's Commission on Veterans Cemeteries***

Eliminate the Board. The functions of the Board, administering benefits to the state's military veterans, do not require a separate board and should be performed within the new Department of Veterans' Affairs. Appeals currently heard by the board should be heard by administrative law judges within the Office of Management and Budget. The Secretary of the Department of Veteran's Affairs should approve or reject the recommended decisions resulting from these hearings. The Commission's advisory function related to Veteran's Cemeteries can be addressed though the Secretary appointing an ad hoc committee as the need arises.





# New Departmental Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
California Tax Commission	E	Employment Development, Department of—Tax functions
California Tax Commission	E	Franchise Tax Board
California Tax Commission	E	Motor Vehicles, Department of—Vehicle License Fee function
Commerce and Consumer Protection	C	Accountancy, Board of
Commerce and Consumer Protection	C	Gambling Control Commission, California
Commerce and Consumer Protection	E	Alarm Company Disciplinary Review Committee
Commerce and Consumer Protection	E	Architects Board, California
Commerce and Consumer Protection	E	Automotive Repair, Bureau of
Commerce and Consumer Protection	E	Barbering and Cosmetology, California State Board of
Commerce and Consumer Protection	E	Boating and Waterways, Dept. of—Licensing vessel operators, “For hire” vessel operators, & yacht/ship brokers & salespersons
Commerce and Consumer Protection	E	Cemetery and Funeral Bureau
Commerce and Consumer Protection	E	Consumer Affairs, Department of—Except entities and functions transferred to other departments (as noted elsewhere)

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NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Commerce and Consumer Protection	E	Contractors State License Board—Except functions transferred to Department of Public Safety and Homeland Security
Commerce and Consumer Protection	E	Corporations, Department of
Commerce and Consumer Protection	E	Court Reporters Board of California
Commerce and Consumer Protection	E	Electronic and Appliance Repair, Bureau of
Commerce and Consumer Protection	E	Engineers and Land Surveyors, Board for Professional
Commerce and Consumer Protection	E	Financial Institutions, Department of
Commerce and Consumer Protection	E	Food and Agriculture, Department of—Division of Weights and Measures
Commerce and Consumer Protection	E	Hearing Aid Dispensers Bureau
Commerce and Consumer Protection	E	Home Furnishings and Thermal Insulation, Bureau of
Commerce and Consumer Protection	E	Horse Racing Board, California
Commerce and Consumer Protection	E	Industrial Relations, Department of—Licensing of Talent Agency and Advance-Fee Talent Services under Labor Commissioner
Commerce and Consumer Protection	E	Landscape Architects Technical Committee



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NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Commerce and Consumer Protection	E	Motor Vehicle Arbitrator Certification Program
Commerce and Consumer Protection	E	Motor Vehicles, Department of—Except Vehicle License Fee Law and Investigations function
Commerce and Consumer Protection	E	Pilot Commissioners for the Bays of San Francisco, San Pablo, and Suisun, Board of
Commerce and Consumer Protection	E	Privacy Protection, Office of
Commerce and Consumer Protection	E	Private Security Disciplinary Review Commission (North and South)
Commerce and Consumer Protection	E	Real Estate Appraisers, Office of
Commerce and Consumer Protection	E	Real Estate, Department of
Commerce and Consumer Protection	E	Security and Investigative Services, Bureau of
Commerce and Consumer Protection	E	Speech-Language Pathology and Audiology Board
Commerce and Consumer Protection	C	State Lottery Commission
Commerce and Consumer Protection	E	Transportation, Department of—Outdoor Advertising licensing and permitting functions
Correctional Services	C	Corrections Standards Authority (formerly Board of Corrections)

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# New Departmental Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Correctional Services	C	Juvenile Justice Crime and Delinquency Prevention, State Commission on
Correctional Services	E	Correctional Peace Officers Standards and Training, Commission on
Correctional Services	E	Corrections, Department of
Correctional Services	E	Narcotic Addict Evaluation Authority
Correctional Services	E	Prison Industry Authority
Correctional Services	E	Prison Industry Board
Correctional Services	E	Prison Terms, Board of
Correctional Services	E	Youth and Adult Correctional Agency
Correctional Services	E	Youth Authority Board
Correctional Services	E	Youth Authority, Department of
Correctional Services	C	Interstate Adult Offenders Supervision, California Council for
Correctional Services	C	Mentally Ill Offenders, Council on



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NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Correctional Services	C	Inspector General
Education and Workforce Preparation	E	Career Resources Network, California (Formerly: Occupational Information Coordinating Committee)
Education and Workforce Preparation	E	Community Colleges Board of Governors
Education and Workforce Preparation	E	Education Audit Appeals Panel
Education and Workforce Preparation	E	Education Commission, California Quality
Education and Workforce Preparation	E	Guide Dogs for the Blind, State Board of
Education and Workforce Preparation	E	Postsecondary and Vocational Education, Bureau for Private
Education and Workforce Preparation	E	Postsecondary Education Commission, California
Education and Workforce Preparation	C	State Library, California
Education and Workforce Preparation	E	Student Aid Commission, California
Education and Workforce Preparation	E	Teacher Credentialing, Commission on—Authority and responsibility over executive staff and staff
Environmental Protection	C	Coastal Commission, California—Oil Spill Program

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NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Environmental Protection	E	Air Resources Board, California
Environmental Protection	E	Conservation, Department of—Division of Recycling
Environmental Protection	E	Emergency Services, Office of—Hazardous materials program
Environmental Protection	E	Environmental Protection Agency, California
Environmental Protection	E	Fish and Game, Department of—Oil Spill Prevention and Response Program
Environmental Protection	E	Health Services, Dept. of—Ofc of Drinking Wtr; Shell Fish Monitoring; Radiologic Hlth (except Reg., Certif., Mammography Stds.); Medical Waste
Environmental Protection	E	Integrated Waste Management Board, California
Environmental Protection	E	Lands Commission, California State—Ballast Water Program
Environmental Protection	E	Lands Commission, California State—Oil Spill Prevention and Response Program
Environmental Protection	E	Pesticide Regulation, Department of—Except Medical Toxicology Branch
Environmental Protection	E	Structural Pest Control Board



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NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Environmental Protection	E	Toxic Substances Control, Department of—Except Criminal Investigations Branch
Environmental Protection	E	Water Quality Control Boards, Regional (All)
Environmental Protection	E	Water Resources Control Board, State—Except functions related to water rights allocation
Food and Agriculture	E	Health Services, Dept of—Duties regarding food safety and enforcement (H&S 109875-111225)
Food and Agriculture	E	Health Services, Dept of—Duties regarding wholesale and retail food (H&S 111940-114460)
California Service Corps	C	Arts Council, California
California Service Corps	E	Conservation Corps, California
California Service Corps	E	Governor's Office on Service and Volunteerism
California Service Corps	C	Governor's Office on Service and Volunteerism Commission
California Service Corps	C	Summer School for the Arts
California Service Corps	C	Summer School for the Arts Board of Trustees
Health and Human Services	C	Acupuncture, California Board of

# New Departmental Index

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Health and Human Services	C	Behavioral Sciences, Board of
Health and Human Services	C	Children and Families Commission, California
Health and Human Services	C	Chiropractic Examiners, Board of
Health and Human Services	C	Continuing Care Advisory Committee
Health and Human Services	C	Dental Auxiliaries, Committee on
Health and Human Services	C	Dental Board of California—Except functions transferred to Department of Public Safety and Homeland Security
Health and Human Services	C	Developmental Disabilities, State Council on
Health and Human Services	C	Developmental Disability Area Boards
Health and Human Services	C	Healthcare Workforce Policy Commission
Health and Human Services	C	Hospital Advisory Boards
Health and Human Services	C	Independent Living Council, State
Health and Human Services	C	Interagency Coordinating Council on Early Intervention
Health and Human Services	C	Medical Board, California—Except functions transferred to the Department of Public Safety and Homeland Security



# New Departmental Index

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Health and Human Services	C	Naturopathic Medicine, Bureau of
Health and Human Services	C	Nursing & Psychiatric Technicians, Board of Vocational
Health and Human Services	C	Nursing, Board of Registered
Health and Human Services	C	Occupational Therapy, Board of
Health and Human Services	C	Optometry, Board of
Health and Human Services	C	Osteopathic Medical Board of California
Health and Human Services	C	Physical Therapy Board of California
Health and Human Services	C	Physician Assistant Committee
Health and Human Services	C	Podiatric Medicine, Board of
Health and Human Services	C	Psychology, Board of
Health and Human Services	C	Respiratory Care Board
Health and Human Services	C	Veterinary Medical Board
Health and Human Services	C	Veterinary Technicians Committee, Registered
Health and Human Services	C	Pharmacy, California State Board of

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# New Departmental Index

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Health and Human Services	E	Aging, Department of
Health and Human Services	E	Alcohol and Drug Programs, Department of
Health and Human Services	E	Child Support Services, Department of
Health and Human Services	E	Community Services and Development, Department of
Health and Human Services	E	Developmental Services, Dept of—Except Office of Protective Services which is transferred to DPS & HS
Health and Human Services	E	Environmental Health Hazard Assessment, Office of
Health and Human Services	E	Health and Human Services Agency—Except Health and Welfare Data Center
Health and Human Services	E	Health Planning and Development, Office of Statewide
Health and Human Services	E	Health Services, Department of—Except entities and functions transferred to other departments (as noted elsewhere)
Health and Human Services	E	HIPAA Implementation, California Office of
Health and Human Services	E	Managed Health Care, Department of
Health and Human Services	E	Managed Risk Medical Insurance Board



# New Departmental Index

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Health and Human Services	E	Medical Assistance Commission, California
Health and Human Services	E	Mental Health, Department of
Health and Human Services	E	Pesticide Regulation, Department of—Medical Toxicology Branch
Health and Human Services	E	Rehabilitation, Department of—Except Vocational Rehabilitation Program
Health and Human Services	E	Social Services, Department of
Health and Human Services	C	Financial Solvency Standards Advisory Board
Health and Human Services	C	Health Professions Educational Foundation Board of Trustees
Infrastructure	C	Bay-Delta Authority
Infrastructure	C	Housing Finance Agency, California
Infrastructure	E	Alternative Energy and Advanced Transportation Financing Authority, California
Infrastructure	E	Boating and Waterways Commission, California

# New Departmental Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Infrastructure	E	Boating and Waterways, Dept. of—Except licensing of vessel operators, “For hire” vessel operators, & yacht/ship brokers & salespersons
Infrastructure	E	Finance, Department of—Infrastructure Plan development; Capital Outlay budgeting for infrastructure
Infrastructure	E	General Services, Department of—All Real Estate Division functions; State Architect; ORIM; Telecomm. structures and buildings; OPSC
Infrastructure	E	Housing and Community Development, Department of
Infrastructure	E	Lands Commission, California State—Mineral leasing activity related to energy
Infrastructure	E	Low-income Oversight Board
Infrastructure	E	Planning and Research, Governor’s Office of—Statewide planning duties; Statewide clearinghouse functions; General plan guidelines
Infrastructure	E	Public Library Construction & Renovation Committee
Infrastructure	E	Public School Construction, Office of
Infrastructure	E	Public Utilities Commission (All non-Constitutional powers, duties, responsibilities, and functions)



# New Departmental Index

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Infrastructure	E	Public Works Board—Except park land acquisition function
Infrastructure	E	Tax Credit Allocation Committee
Infrastructure	E	Transportation, Department of— <u>Except</u> Outdoor Advertising licensing and permitting functions
Infrastructure	E	Water Resources, Dept. of—Water Commiss.; Mgmt & oversight of State Water Project; SB1X research, finance & energy contracting functions
Infrastructure Authority	E	Allocation Board, State
Infrastructure Authority	E	Building Standards Commission
Infrastructure Authority	E	Consumer Power and Conservation Financing Authority (California Power Authority)
Infrastructure Authority	E	Electricity Oversight Board
Infrastructure Authority	E	Energy Resources Conservation and Resources Development Commission (California Energy Commission)
Infrastructure Authority	E	High-Speed Rail Authority, California
Infrastructure/Infrastructure Authority	E	Transportation Commission, California

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Labor and Economic Development	C	Economic Strategy Panel
Labor and Economic Development	C	Film Commission
Labor and Economic Development	C	Industrial Development Financing Advisory Commission
Labor and Economic Development	C	Joint Enforcement Strike Force, Underground Economy
Labor and Economic Development	C	Public Employment Relations
Labor and Economic Development	C	Workforce Investment Board, California
Labor and Economic Development	E	Agricultural Bargaining Advisory Commission
Labor and Economic Development	C	Agricultural Labor Relations Board
Labor and Economic Development	E	Apprenticeship Council, California
Labor and Economic Development	E	Disabilities, Committee for the Employment of People with
Labor and Economic Development	E	Employment Development, Dept. of— <u>Except</u> tax functions
Labor and Economic Development	E	Employment Training Panel
Labor and Economic Development	E	Fair Employment and Housing Commission



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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Labor and Economic Development	E	Fair Employment and Housing, Department of
Labor and Economic Development	E	Industrial Relations, Department of— <u>Except</u> licensing of Talent Agency and Advance-Fee Talent Services under Labor Commissioner
Labor and Economic Development	E	Industrial Welfare Commission
Labor and Economic Development	E	Labor and Workforce Development Agency
Labor and Economic Development	E	Occupational Safety and Health Appeals Board
Labor and Economic Development	E	Rehabilitation Appeals Board
Labor and Economic Development	E	Rehabilitation, Dept. of—Vocational Rehabilitation Program
Labor and Economic Development	E	Travel and Tourism Commission, California
Labor and Economic Development	E	Unemployment Insurance Appeals Board
Labor and Economic Development	E	Workers' Compensation Appeals Board
Labor and Economic Development	E	Occupational Safety and Health Standards Board
Labor and Economic Development	C	State Rehabilitation Council
Management and Budget	C	Administrative Hearings, Office of

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Management and Budget	C	Administrative Law, Office of
Management and Budget	C	Health and Human Services Agency Data Center
Management and Budget	C	Personnel Board, State—except non-Constitutional powers, duties, responsibilities, and functions
Management and Budget	E	Personnel Board, State—all non-Constitutional powers, duties, responsibilities, and functions
Management and Budget	C	Retirement System, Public Employees’
Management and Budget	C	Retirement System, State Teachers’
Management and Budget	C	State Accounting and Reporting System, California
Management and Budget	C	State Mandates, Commission on
Management and Budget	C	Teale Data Center, Stephen P.
Management and Budget	E	Athletic Commission (only functions related to Boxer’s Pension Fund)
Management and Budget	E	Finance, Department of—Except Infrastructure Plan development; Capital Outlay budgeting for infrastructure
Management and Budget	E	General Services, Department of—Except functions being transferred to the California Infrastructure Department



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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Management and Budget	E	Personnel Administration, Department of
Management and Budget	E	Planning and Research, Governor's Office of—Executive Branch Information Technology Support Services
Management and Budget	C	Victim Compensation and Government Claims Board—Non-Victim Compensation Program-related functions only
Veterans Affairs	C	Veterans Affairs, Department of
Veterans Affairs	C	Veterans Affairs, Office of Inspector General for
Veterans Affairs	E	Veterans' Board, California
Veterans Affairs	E	Veterans Cemeteries, Governor's Commission on
Natural Resources	C	Baldwin Hills Conservancy
Natural Resources	C	Coachella Valley Mountains Conservancy
Natural Resources	C	Coastal Commission, California—Except Oil Spill Program
Natural Resources	C	Cultural and Historical Endowment, California
Natural Resources	C	Fish and Game Commission
Natural Resources	C	Mining and Geology Board

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Natural Resources	C	Native American Heritage Commission
Natural Resources	C	Parks and Recreation Commission
Natural Resources	E	Reclamation Board, State
Natural Resources	C	San Diego River Conservancy
Natural Resources	C	San Francisco Bay Conservation and Development Commission
Natural Resources	C	San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy
Natural Resources	C	San Joaquin River Conservancy
Natural Resources	C	Science Center, California (including the California African-American Museum)—Except functions transferred to Department of Public Safety and Homeland Security
Natural Resources	C	State Coastal Conservancy
Natural Resources	C	Tahoe Conservancy, California
Natural Resources	C	Wildlife Conservation Board
Natural Resources	E	Conservation, Dept. of—Except Division of Recycling
Natural Resources	E	Delta Protection Commission



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NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Natural Resources	E	Fish and Game, Department of—Except functions transferred to Dept. of Environmental Protect. and Dept. of Public Safety Security
Natural Resources	E	Forestry and Fire Protection, Department—Resource Management Program
Natural Resources	E	Geologists and Geophysicists, Board of
Natural Resources	E	Historic Preservation, Office of
Natural Resources	E	Historical Resources Commission, State
Natural Resources	E	Lands Commission, California State—Except Oil Spill Prevent./Resp. Prog.; Ballast Water Program Mineral leasing activity related to energy
Natural Resources	E	Motor Vehicle Recreational Commission, Off Highway
Natural Resources	E	Parks and Recreation, Department of—Except functions transferred to the Department of Public Safety and Homeland Security
Natural Resources	E	Planning and Research, Governor's Office of—California Environmental Quality Act Guideline functions
Natural Resources	E	Public Works Board—Parkland acquisition function

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Natural Resources	E	Resources Agency, California—Except those functions transferred to the California Infrastructure Department and the California Service Corps
Natural Resources	E	Seismic Safety Commission
Natural Resources	E	Water Resources Control Board, State—Functions related to water rights allocation
Natural Resources	E	Water Resources, Department of—Watermaster Services
Public Safety and Homeland Security	C	Alcoholic Beverage Control Appeals Board
Public Safety and Homeland Security	C	Alcoholic Beverage Control, Department of
Public Safety and Homeland Security	E	Dental Board of California (Law enforcement functions)
Public Safety and Homeland Security	C	Highway Patrol, Department of California
Public Safety and Homeland Security	E	Medical Board, California (Law enforcement functions)
Public Safety and Homeland Security	E	Consumer Affairs, Department of—Div. of Investigation
Public Safety and Homeland Security	E	Criminal Justice Planning, Office of (only those functions temporarily transferred to OES pursuant to Penal Code 13820)
Public Safety and Homeland Security	E	Developmental Services, Department of—Office of Protective Services



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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Public Safety and Homeland Security	E	Disaster relief grant administration under Health and Safety Code Sections 13600 and 13601
Public Safety and Homeland Security	E	Emergency Medical Services Authority
Public Safety and Homeland Security	E	Emergency Medical Services, Commission on
Public Safety and Homeland Security	E	Emergency Services, Governor's Office of
Public Safety and Homeland Security	E	Fire Marshal, State
Public Safety and Homeland Security	E	Fish and Game, Department of (Law enforcement functions)
Public Safety and Homeland Security	E	Forestry and Fire Protection, Department of—Except functions transferred to the Department of Natural Resources
Public Safety and Homeland Security	E	Health Services, Dept of—PC 830.3(h) peace officers who conduct threat assessments at DHS facilities
Public Safety and Homeland Security	E	Health Services, Dept. of—Battered Womens' Shelter Prog.
Public Safety and Homeland Security	E	Homeland Security, Office of
Public Safety and Homeland Security	E	Law enforcement functions performed by peace officers designated in Penal Code Sect 830.2 (e) thru (i) and Section 830.3 (a),(c),(e),(m), and (r)

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A: Entity and function abolished.

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NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Public Safety and Homeland Security	E	Law enforcement functions performed by peace officers designated in Penal Code Sect 830.38 appointed under W&I Code Sect 4493
Public Safety and Homeland Security	E	Motor Vehicles, Department of—Investigations function
Public Safety and Homeland Security	E	Parks and Recreation, Department of (Law enforcement functions)
Public Safety and Homeland Security	E	Toxic Substances Control, Department of—Criminal Investigations Branch
Public Safety and Homeland Security	E	Traffic Safety, State Office of
Public Safety and Homeland Security	E	Victim Compensation and Government Claims Board—Victim Compensation Program-related functions only
Public Safety and Homeland Security	E	Water Resources, Department of—Division of Flood Management; Division of Safety of Dams/Levees
Status quo	NA	Agriculture Fair Associations, Boards of County and District (All)
Status quo	NA	Attorney Diversion Program
Status quo	NA	Audits, Bureau of (State Auditor)



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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Status quo	NA	Curriculum Development and Supplemental Materials Commission
Status quo	NA	Education, Board of
Status quo	NA	Education, Department of
Status quo	NA	Equalization, Board of
Status quo	NA	Exposition and State Fair Board of Directors
Status quo	NA	Food and Agriculture, Department of—Except Division of Weights and Measures
Status quo	NA	Law Revision Commission
Status quo	NA	Military Department
Status quo	NA	Public Defender, Office of State
Status quo	NA	Race Track Leasing Commission
Status quo	NA	San Francisco Bay Area Water Transit Authority
Status quo	NA	Teacher Credentialing, Commission on—Except Authority and responsibility over executive staff and staff

# New Departmental Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
Status quo	NA	Tourism Marketing Commission
X-None	A	911 Advisory Board
X-None	A	Aging, California Commission on
X-None	A	Aquatic Invasive Species Council, Interagency
X-None	A	Asian and Pacific Islander American Affairs, Commission on
X-None	A	Athletic Commission—Except functions related to Boxer's Pension Fund
X-None	A	Banking Advisory Council
X-None	A	Bipartisan California Commission on Internet Political Practices
X-None	A	Brown v. Board of Ed. of Topeka Advisory Committee
X-None	A	Business, Transportation, and Housing Agency
X-None	A	California Export Finance Board
X-None	A	California-Mexico Affairs, Office of



# New Departmental Index

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
X-None	A	Californias, Commission of the
X-None	A	Campus Sexual Assault Task Force
X-None	A	Child Development Policy and Advisory Committee
X-None	A	Clinical Advisory Panel
X-None	A	Colorado River Board
X-None	A	Credit Union Advisory Committee (within Department of Financial Institutions)
X-None	A	Departmental Transportation Advisory Committee
X-None	A	Economic Development, Commission for
X-None	A	Electronic Commerce Advisory Council
X-None	A	Fire Services, State Board of
X-None	A	Forestry and Fire Protection, Board of—Except appeals functions
X-None	A	Health and Safety and Workers' Compensation, Commission on

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# New Departmental Index

E: Entity eliminated, function moved to the listed department.

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
X-None	A	Health Policy and Data Advisory Commission
X-None	A	Hearing Aid Dispensers Advisory Committee, Bureau of
X-None	A	Heart Disease and Stroke Prevention and Treatment Task Force
X-None	A	Heritage Preservation Commission, California
X-None	A	Holocaust, Genocide, Human Rights, Tolerance Education Task Force
X-None	A	Inspection and Maintenance Review Committee (within Bureau of Automotive Repair)
X-None	A	Joint Venture Policy Advisory Board
X-None	A	Loan Advisory Council
X-None	A	Managed Health Care, Advisory Committee on
X-None	A	Mexican American Veterans Memorial Commission
X-None	A	Motor Vehicle Board, New
X-None	A	Naturopathic Medicine Advisory Council, Bureau of



# New Departmental Index

E: Entity eliminated, function moved to the listed department.

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A: Entity and function abolished.

NA: Entity and function not affected.

NEW DEPARTMENT	ACTION	CURRENT DEPARTMENT/ENTITY
X-None	A	Oil Spill Technical Advisory Commission
X-None	A	Racial Profiling Panel
X-None	A	Real Estate Advisory Commission
X-None	A	Rural Development Council
X-None	A	Rural Health Policy Council
X-None	A	Service Agency Advisory Committee
X-None	A	Small Business Board
X-None	A	Small Business Reform Task Force
X-None	A	State and Consumer Services Agency
X-None	A	Status of Women, Commission on the
X-None	A	Uniform State Laws, Commission on
X-None	A	Vietnam Veterans' Memorial Commission
X-None	A	World Trade Commission





# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
911 Advisory Board	A	X-None
Accountancy, Board of	C	Commerce and Consumer Protection
Acupuncture, California Board of	C	Health and Human Services
Administrative Hearings, Office of	C	Management and Budget
Administrative Law, Office of	C	Management and Budget
Aging, California Commission on	A	X-None
Aging, Department of	E	Health and Human Services
Agricultural Bargaining Advisory Commission	E	Labor and Economic Development
Agricultural Labor Relations Board	C	Labor and Economic Development
Agriculture Fair Associations, Boards of County and District (all)	NA	Status quo
Air Resources Board, California	E	Environmental Protection
Alarm Company Disciplinary Review Committee	E	Commerce and Consumer Protection
Alcohol and Drug Programs, Department of	E	Health and Human Services

# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Alcoholic Beverage Control Appeals Board	C	Public Safety and Homeland Security
Alcoholic Beverage Control, Department of	C	Public Safety and Homeland Security
Allocation Board, State	E	Infrastructure Authority
Alternative Energy and Advanced Transportation Financing Authority, California	E	Infrastructure
Apprenticeship Council, California	E	Labor and Economic Development
Aquatic Invasive Species Council, Interagency	A	X-None
Architects Board, California	E	Commerce and Consumer Protection
Arts Council, California	C	California Service Corps
Asian and Pacific Islander American Affairs, Commission on	A	X-None
Athletic Commission (except functions related to Boxer's Pension Fund)	A	X-None
Athletic Commission (only functions related to Boxer's Pension Fund)	E	Management and Budget
Attorney Diversion Program	NA	Status quo



# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Audits, Bureau of (State Auditor)	NA	Status quo
Automotive Repair, Bureau of	E	Commerce and Consumer Protection
Baldwin Hills Conservancy	C	Natural Resources
Banking Advisory Council	A	X-None
Barbering and Cosmetology, California State Board of	E	Commerce and Consumer Protection
Bay-Delta Authority	C	Infrastructure
Behavioral Sciences, Board of	C	Health and Human Services
Bipartisan California Commission on Internet Political Practices	A	X-None
Boating and Waterways Commission, California	E	Infrastructure
Boating and Waterways, Dept. of (except licensing of vessel operators, "For hire" vessel operators, & yacht/ship brokers & salespersons)	E	Infrastructure
Boating and Waterways, Dept. of (licensing of vessel operators, "For hire" vessel operators, & yacht/ship brokers & salespersons)	E	Commerce and Consumer Protection

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# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Brown v. Board of Ed. of Topeka Advisory Committee	A	X-None
Building Standards Commission	E	Infrastructure Authority
Business, Transportation, and Housing Agency	A	X-None
California Export Finance Board	A	X-None
California-Mexico Affairs, Office of	A	X-None
Californias, Commission of the	A	X-None
Campus Sexual Assault Task Force	A	X-None
Career Resources Network, California (formerly: Occupational Information Coordinating Committee)	E	Education and Workforce Preparation
Cemetery and Funeral Bureau	E	Commerce and Consumer Protection
Child Development Policy and Advisory Committee	A	X-None
Child Support Services, Department of	E	Health and Human Services
Children and Families Commission, California	C	Health and Human Services
Chiropractic Examiners, Board of	C	Health and Human Services



# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Clinical Advisory Panel	A	X-None
Coachella Valley Mountains Conservancy	C	Natural Resources
Coastal Commission, California (except Oil Spill Program)	C	Natural Resources
Coastal Commission, California (Oil Spill Program)	C	Environmental Protection
Colorado River Board	A	X-None
Community Colleges Board of Governors	E	Education and Workforce Preparation
Community Services and Development, Department of	E	Health and Human Services
Conservation Corps, California	E	California Service Corps
Conservation, Department of (Division of Recycling)	E	Environmental Protection
Conservation, Department of (except Division of Recycling)	E	Natural Resources
Consumer Affairs, Department of (except entities and functions transferred to other departments as noted elsewhere)	E	Commerce and Consumer Protection

# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Consumer Affairs, Department of (Division of Investigation)	E	Public Safety and Homeland Security
Consumer Power and Conservation Financing Authority (California Power Authority)	E	Infrastructure Authority
Continuing Care Advisory Committee	C	Health and Human Services
Contractors State License Board—except law enforcement functions	E	Commerce and Consumer Protection
Contractors State License Board— law enforcement functions	E	Public Safety
Corporations, Department of	E	Commerce and Consumer Protection
Correctional Peace Officers Standards and Training, Commission on	E	Correctional Services
Corrections Standards Authority (formerly Board of Corrections)	C	Correctional Services
Corrections, Department of	E	Correctional Services
Court Reporters Board of California	E	Commerce and Consumer Protection
Credit Union Advisory Committee (within Department of Financial Institutions)	A	X-None
Criminal Justice Planning, Office of (only those functions temporarily transferred to OES pursuant to Penal Code Section 13820)	E	Public Safety and Homeland Security



# Impact on Current Agency Index

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C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Cultural and Historical Endowment, California	C	Natural Resources
Curriculum Development and Supplemental Materials Commission	NA	Status quo
Delta Protection Commission	E	Natural Resources
Dental Auxiliaries, Committee on	C	Health and Human Services
Dental Board of California (except functions transferred to Department of Public Safety and Homeland Security)	C	Health and Human Services
Dental Board of California (law enforcement functions)	C	Public Safety and Homeland Security
Departmental Transportation Advisory Committee	A	X-None
Developmental Disabilities, State Council on	C	Health and Human Services
Developmental Disability Area Boards	C	Health and Human Services
Developmental Services, Department of (except Office of Protective Services which is transferred to Department of Public Safety and Homeland Security)	E	Health and Human Services
Developmental Services, Department of (Office of Protective Services)	E	Public Safety and Homeland Security
Disabilities, Committee for the Employment of People with	E	Labor and Economic Development

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# Impact on Current Agency Index

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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Disaster relief grant administration under Health and Safety Code Sections 13600 and 13601	E	Public Safety and Homeland Security
Economic Development, Commission for	A	X-None
Economic Strategy Panel	C	Labor and Economic Development
Education Audit Appeals Panel	E	Education and Workforce Preparation
Education Commission, California Quality	E	Education and Workforce Preparation
Education, Board of	NA	Status quo
Education, Department of	NA	Status quo
Electricity Oversight Board	E	Infrastructure Authority
Electronic and Appliance Repair, Bureau of	E	Commerce and Consumer Protection
Electronic Commerce Advisory Council	A	X-None
Emergency Medical Services Authority	E	Public Safety and Homeland Security
Emergency Medical Services, Commission on	E	Public Safety and Homeland Security
Emergency Services, Governor's Office of	E	Public Safety and Homeland Security



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C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Emergency Services, Office of (hazardous materials program)	E	Environmental Protection
Employment Development, Department of (except tax functions)	E	Labor and Economic Development
Employment Development, Department of (tax functions)	E	California Tax Commission
Employment Training Panel	E	Labor and Economic Development
Energy Resources Conservation and Resources Development Commission (California Energy Commission)	E	Infrastructure Authority
Engineers and Land Surveyors, Board for Professional	E	Commerce and Consumer Protection
Environmental Health Hazard Assessment, Office of	E	Health and Human Services
Environmental Protection Agency, California	E	Environmental Protection
Equalization, Board of	NA	Status quo
Exposition and State Fair Board of Directors	NA	Status quo
Fair Employment and Housing Commission	E	Labor and Economic Development
Fair Employment and Housing, Department of	E	Labor and Economic Development

# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Film Commission	C	Labor and Economic Development
Finance, Department of (except Infrastructure Plan development; Capital Outlay budgeting for infrastructure)	E	Management and Budget
Finance, Department of (Infrastructure Plan development; Capital Outlay budgeting for infrastructure)	E	Infrastructure
Financial Institutions, Department of	E	Commerce and Consumer Protection
Financial Solvency Standards Advisory Board	C	Health and Human Services
Fire Marshal, State	E	Public Safety and Homeland Security
Fire Services, State Board of	A	X-None
Fish and Game Commission	C	Natural Resources
Fish and Game, Department of (Oil Spill Prevention and Response Program)	E	Environmental Protection
Fish and Game, Department of (except functions transferred to Dept. of Environmental Protection and Dept. of Public Safety Security)	E	Natural Resources
Fish and Game, Department of (law enforcement functions)	E	Public Safety and Homeland Security



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E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Food and Agriculture, Department of (except Division of Weights and Measures)	NA	Status quo
Food and Agriculture, Department of (Division of Weights and Measures)	E	Commerce and Consumer Protection
Forestry and Fire Protection, Board of (except appeals functions)	A	X-None
Forestry and Fire Protection, Department of (Resource Management Program)	E	Natural Resources
Forestry and Fire Protection, Department of (except functions transferred to the Department of Natural Resources)	E	Public Safety and Homeland Security
Franchise Tax Board	E	California Tax Commission
Gambling Control Commission, California	C	Commerce and Consumer Protection
General Services, Department of (all Real Estate Division functions; State Architect; ORIM; Telecomm. structures and buildings; OPSC)	E	Infrastructure
General Services, Department of (except functions being transferred to the California Infrastructure Department)	E	Management and Budget
Geologists and Geophysicists, Board of	E	Natural Resources
Governor's Office on Service and Volunteerism	E	California Service Corps

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C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Governor's Office on Service and Volunteerism Commission	C	California Service Corps
Guide Dogs for the Blind, State Board of	E	Education and Workforce Preparation
Health and Human Services Agency (except Health and Human Services Data Center)	E	Health and Human Services
Health and Human Services Data Center	C	Management and Budget
Health and Safety and Workers' Compensation, Commission on	A	X-None
Health Planning and Development, Office of Statewide	E	Health and Human Services
Health Policy and Data Advisory Commission	A	X-None
Health Professions Educational Foundation Board of Trustees	C	Health and Human Services
Health Services, Dept. of (except entities and functions transferred to other departments as noted elsewhere)	E	Health and Human Services
Health Services, Dept. of (PC 830.3(h) peace officers who conduct threat assessments at DHS facilities)	E	Public Safety and Homeland Security
Health Services, Dept. of (duties regarding food safety and enforcement H&S 109875–111225)	E	Food and Agriculture
Health Services, Dept. of (duties regarding wholesale and retail food H&S 111940–114460)	E	Food and Agriculture



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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Health Services, Dept. of (Ofc of Drinking Wtr; Shell Fish Monitoring; Radiologic Hlth. (except Reg., Certif., Mammography Stds.); Medical Waste)	E	Environmental Protection
Health Services, Dept. of (Battered Womens' Shelter Prog.)	E	Public Safety and Homeland Security
Healthcare Workforce Policy Commission	C	Health and Human Services
Hearing Aid Dispensers Advisory Committee, Bureau of	A	X-None
Hearing Aid Dispensers Bureau	E	Commerce and Consumer Protection
Heart Disease and Stroke Prevention and Treatment Task Force	A	X-None
Heritage Preservation Commission, California	A	X-None
High-Speed Rail Authority, California	E	Infrastructure Authority
Highway Patrol, Department of California	C	Public Safety and Homeland Security
HIPAA Implementation, California Office of	E	Health and Human Services
Historic Preservation, Office of	E	Natural Resources
Historical Resources Commission, State	E	Natural Resources

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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Holocaust, Genocide, Human Rights, Tolerance Education Task Force	A	X-None
Home Furnishings and Thermal Insulation, Bureau of	E	Commerce and Consumer Protection
Homeland Security, Office of	E	Public Safety and Homeland Security
Horse Racing Board, California	E	Commerce and Consumer Protection
Hospital Advisory Boards	C	Health and Human Services
Housing and Community Development, Department of	E	Infrastructure
Housing Finance Agency, California	C	Infrastructure
Independent Living Council, State	C	Health and Human Services
Industrial Development Financing Advisory Commission	C	Labor and Economic Development
Industrial Relations, Department of (except licensing of Talent Agency and Advance-Fee Talent Services under Labor Commissioner)	E	Labor and Economic Development
Industrial Relations, Department of (licensing of Talent Agency and Advance-Fee Talent Services under Labor Commissioner)	E	Commerce and Consumer Protection



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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Industrial Welfare Commission	E	Labor and Economic Development
Inspection and Maintenance Review Committee (within Bureau of Automotive Repair)	A	X-None
Inspector General	C	Corrections Commission
Integrated Waste Management Board, California	E	Environmental Protection
Interagency Coordinating Council on Early Intervention	C	Health and Human Services
Interstate Adult Offenders Supervision, California Council for	C	Correctional Services
Joint Enforcement Strike Force, Underground Economy	C	Labor and Economic Development
Joint Venture Policy Advisory Board	A	X-None
Juvenile Justice Crime and Delinquency Prevention, State Commission on	C	Correctional Services
Labor and Workforce Development Agency	E	Labor and Economic Development
Lands Commission, California State (Ballast Water Program)	E	Environmental Protection

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E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Lands Commission, California State (except Oil Spill Prevent./Resp. Prog.; Ballast Water Program; Mineral leasing activity related to energy)	E	Natural Resources
Lands Commission, California State (Mineral leasing activity related to energy)	E	Infrastructure
Lands Commission, California State (Oil Spill Prevention and Response Program)	E	Environmental Protection
Landscape Architects Technical Committee	E	Commerce and Consumer Protection
Law enforcement functions performed by peace officers designated in Penal Code Sect. 830.2(e) thru (i) and Section 830.3(a),(c),(e),(m), and (r)	E	Public Safety and Homeland Security
Law enforcement functions performed by peace officers designated in Penal Code Sect. 830.38 appointed under W&I Code Sect. 4493	E	Public Safety and Homeland Security
Law Revision Commission	NA	Status quo
Loan Advisory Council	A	X-None
Lottery Commission, State	C	Commerce and Consumer Protection
Low-income Oversight Board	E	Infrastructure
Managed Health Care, Advisory Committee on	A	X-None
Managed Health Care, Department of	E	Health and Human Services



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C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Managed Risk Medical Insurance Board	E	Health and Human Services
Medical Assistance Commission, California	E	Health and Human Services
Medical Board, California (Law enforcement functions)	C	Public Safety and Homeland Security
Medical Board, California (except functions transferred to the Department of Public Safety and Homeland Security)	C	Health and Human Services
Mental Health, Department of	E	Health and Human Services
Mentally Ill Offenders, Council on	C	Correctional Services
Mexican American Veterans Memorial Commission	A	X-None
Military Department	NA	Military
Mining and Geology Board	C	Natural Resources
Motor Vehicle Arbitrator Certification Program	E	Commerce and Consumer Protection
Motor Vehicle Board, New	A	X-None
Motor Vehicle Recreational Commission, Off Highway	E	Natural Resources

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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Motor Vehicles, Department of (except Vehicle License Fee Law and Investigations function)	E	Commerce and Consumer Protection
Motor Vehicles, Department of (Vehicle License Fee function)	E	California Tax Commission
Motor Vehicles, Department of (Investigations function)	E	Public Safety and Homeland Security
Narcotic Addict Evaluation Authority	E	Correctional Services
Native American Heritage Commission	C	Natural Resources
Naturopathic Medicine Advisory Council, Bureau of	A	X-None
Naturopathic Medicine, Bureau of	C	Health and Human Services
Nursing & Psychiatric Technicians, Board of Vocational	C	Health and Human Services
Nursing, Board of Registered	C	Health and Human Services
Occupational Safety and Health Appeals Board	E	Labor and Economic Development
Occupational Safety and Health Standards Board	E	Labor and Economic Development
Occupational Therapy, Board of	C	Health and Human Services



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C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Oil Spill Technical Advisory Commission	A	X-None
Optometry, Board of	C	Health and Human Services
Osteopathic Medical Board of California	C	Health and Human Services
Parks and Recreation Commission	C	Natural Resources
Parks and Recreation, Department of (except functions transferred to the Department of Public Safety and Homeland Security)	E	Natural Resources
Parks and Recreation, Department of (Law enforcement functions)	E	Public Safety and Homeland Security
Peace Officers (refer to "Law enforcement")		
Personnel Administration, Department of	E	Management and Budget
Personnel Board, State—except non-Constitutional powers, duties, responsibilities, and functions	C	Management and Budget
Personnel Board, State—all non-Constitutional powers, duties, responsibilities, and functions	E	Management and Budget
Pesticide Regulation, Department of (except Medical Toxicology Branch)	E	Environmental Protection
Pesticide Regulation, Department of (Medical Toxicology Branch)	E	Health and Human Services

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E: Entity eliminated, function moved to the listed department.

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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Pharmacy, California State Board of	C	Health and Human Services
Physical Therapy Board of California	C	Health and Human Services
Physician Assistant Committee	C	Health and Human Services
Pilot Commissioners for the Bays of San Francisco, San Pablo, and Suisun, Board of	E	Commerce and Consumer Protection
Planning and Research, Governor's Office of (California Environmental Quality Act guideline functions)	E	Natural Resources
Planning and Research, Governor's Office of (statewide planning duties; statewide clearinghouse functions; general plan guidelines)	E	Infrastructure
Planning and Research, Governor's Office of (Executive Branch Information Technology Support Services)	E	Management and Budget
Podiatric Medicine, Board of	C	Health and Human Services
Postsecondary and Vocational Education, Bureau for Private	E	Education and Workforce Preparation
Postsecondary Education Commission, California	E	Education and Workforce Preparation
Prison Industry Authority	E	Correctional Services
Prison Industry Board	E	Correctional Services



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E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Prison Terms, Board of	E	Correctional Services
Privacy Protection, Office of	E	Commerce and Consumer Protection
Private Security Disciplinary Review Commission (North and South)	E	Commerce and Consumer Protection
Psychology, Board of	C	Health and Human Services
Public Defender, Office of State	NA	Status quo
Public Employment Relations Board	C	Labor and Economic Development
Public Library Construction & Renovation Committee	E	Infrastructure
Public School Construction, Office of	E	Infrastructure
Public Utilities Commission (all non-Constitutional powers, duties, responsibilities, and functions)	E	Infrastructure
Public Works Board (except parkland acquisition function)	E	Infrastructure
Public Works Board (parkland acquisition function)	E	Natural Resources
Race Track Leasing Commission	NA	Status quo

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E: Entity eliminated, function moved to the listed department.

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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Racial Profiling Panel	A	X-None
Real Estate Advisory Commission	A	X-None
Real Estate Appraisers, Office of	E	Commerce and Consumer Protection
Real Estate, Department of	E	Commerce and Consumer Protection
Reclamation Board, State	E	Natural Resources
Rehabilitation Appeals Board	E	Labor and Economic Development
Rehabilitation, Department of (Vocational Rehabilitation Program)	E	Labor and Economic Development
Rehabilitation, Department of (except Vocational Rehabilitation Program)	E	Health and Human Services
Resources Agency, California (except those functions transferred to the California Infrastructure Depart- ment and the California Service Corps)	E	Natural Resources
Respiratory Care Board	C	Health and Human Services
Retirement System, Public Employees'	C	Management and Budget
Retirement System, State Teachers'	C	Management and Budget



# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Rural Development Council	A	X-None
Rural Health Policy Council	A	X-None
San Diego River Conservancy	C	Natural Resources
San Francisco Bay Area Water Transit Authority	NA	Status quo
San Francisco Bay Conservation and Development Commission	C	Natural Resources
San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy	C	Natural Resources
San Joaquin River Conservancy	C	Natural Resources
Santa Monica Mountains Conservancy	C	Natural Resources
Science Center, California (including the California African-American Museum)	C	Natural Resources
Security and Investigative Services, Bureau of	E	Commerce and Consumer Protection
Seismic Safety Commission	E	Natural Resources
Service Agency Advisory Committee	A	X-None

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# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Small Business Board	A	X-None
Small Business Reform Task Force	A	X-None
Social Services, Department of	E	Health and Human Services
Speech-Language Pathology and Audiology Board	E	Commerce and Consumer Protection
State Accounting and Reporting System, California	C	Management and Budget
State and Consumer Services Agency	A	X-None
State Coastal Conservancy	C	Natural Resources
State Mandates, Commission on	C	Management and Budget
State Rehabilitation Council	C	Labor and Economic Development
Status of Women, Commission on the	A	X-None
Structural Pest Control Board	E	Environmental Protection
Student Aid Commission, California	E	Education and Workforce Preparation
Summer School for the Arts	C	California Service Corps



# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Summer School for the Arts, Board of Trustees	C	California Service Corps
State Library, California	C	Education and Workforce Preparation
Tahoe Conservancy, California	C	Natural Resources
Tax Credit Allocation Committee	E	Infrastructure
Teacher Credentialing, Commission on (except authority and responsibility over executive staff and staff)	NA	Status quo
Teacher Credentialing, Commission on (authority and responsibility over executive staff and staff)	E	Education and Workforce Preparation
Teale Data Center, Stephen P.	C	Management and Budget
Tourism Marketing Commission	NA	Status quo
Toxic Substances Control, Department of (except Criminal Investigations Branch)	E	Environmental Protection
Toxic Substances Control, Department of (Criminal Investigations Branch)	E	Public Safety and Homeland Security
Traffic Safety, State Office of	E	Public Safety and Homeland Security

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# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Transportation Commission, California	E	Infrastructure/Infrastructure Authority
Transportation, Department of (except Outdoor Advertising licensing and permitting functions)	E	Infrastructure
Transportation, Department of (Outdoor Advertising licensing and permitting functions)	E	Commerce and Consumer Protection
Travel and Tourism Commission, California	E	Labor and Economic Development
Unemployment Insurance Appeals Board	E	Labor and Economic Development
Uniform State Laws, Commission on	A	X-None
Veterans Affairs, Department of	C	Veterans Affairs
Veterans Affairs, Office of Inspector General for	C	Veterans Affairs
Veterans' Board, California	E	Veterans Affairs
Veterans Cemeteries, Governor's Commission on	E	Veterans Affairs
Veterinary Medical Board	C	Health and Human Services
Veterinary Technicians Committee, Registered	C	Health and Human Services



# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

C: Entity and function to continue, organizationally transferred to the listed department.

A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Victim Compensation and Government Claims Board (Non Victim Compensation Program-related functions)	C	Management and Budget
Victim Compensation and Government Claims Board (Victim Compensation Program-related functions)	E	Public Safety and Homeland Security
Vietnam Veterans' Memorial Commission	A	X-None
Water Quality Control Boards, Regional (all)	E	Environmental Protection
Water Resources Control Board, State (except functions related to water rights allocation)	E	Environmental Protection
Water Resources Control Board, State (functions related to water rights allocation)	E	Natural Resources
Water Resources, Department of (Watermaster Services)	E	Natural Resources
Water Resources, Department of (Division of Flood Management; Division of Safety of Dams/Levees)	E	Public Safety and Homeland Security
Water Resources, Dept. of (Water Commiss.; Mgmt. & oversight of State Water Project; SB1X research, finance & energy contracting functions)	E	Infrastructure
Wildlife Conservation Board	C	Natural Resources

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# Impact on Current Agency Index

E: Entity eliminated, function moved to the listed department.

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A: Entity and function abolished.

NA: Entity and function not affected.

CURRENT DEPARTMENT/ENTITY	ACTION	NEW DEPARTMENT
Workers' Compensation Appeals Board	E	Labor and Economic Development
Workforce Investment Board, California	C	Labor and Economic Development
World Trade Commission	A	X-None
Youth and Adult Correctional Agency	E	Correctional Services
Youth Authority Board	E	Correctional Services
Youth Authority, Department of	E	Correctional Services



# Uncodified Provisions

Section 1. The following agencies, boards, commissions and agencies are hereby abolished:

- (a) 911 Advisory Board;
- (b) Athletic Commission (with the exception of responsibilities related to the Boxers Pension Fund (B&P 18880 et seq.) which are transferred to the Office of Management and Budget);
- (c) Banking Advisory Council;
- (d) Bipartisan California Commission on Internet Political Practices;
- (e) Brown v. Board of Education of Topeka Advisory Committee;
- (f) Bureau of Hearing Aid Dispensers Advisory Committee;
- (g) Bureau of Naturopathic Medicine Advisory Council;
- (h) Business, Transportation and Housing Agency;
- (i) California Commission on Aging;
- (j) California Export Finance Board;
- (k) Office of California-Mexico Affairs;
- (l) Campus Sexual Assault Task Force;
- (m) Child Development Policy and Advisory Committee;
- (n) Clinical Advisory Panel;
- (o) Colorado River Board;
- (p) Commission on Asian and Pacific Islander American Affairs;
- (q) Commission of the Californias;
- (r) Commission for Economic Development;
- (s) Commission on Health and Safety and Workers' Compensation;
- (t) Commission on the Status of Women;
- (u) Commission on Uniform State Laws;
- (v) Credit Union Advisory Committee (in DFI);
- (w) Departmental Transportation Advisory Committee;
- (x) Electronic Commerce Advisory Council;
- (y) State Board of Fire Services;
- (z) Forestry and Fire Protection Board (with the exception of the appeals function, which is transferred to the Office of Management and Budget);
- (aa) Health Policy Data Advisory Committee;
- (bb) Heart Disease and Stroke Prevention and Treatment Task Force;
- (cc) Heritage Preservation Commission;
- (dd) Holocaust, Genocide, Human Rights, Tolerance Education Task Force;
- (ee) Inspection and Maintenance Review Committee (Bureau of Automotive Repair);
- (ff) Interagency Aquatic Invasive Species Council;
- (gg) Joint Venture Policy Advisory Board;

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- (hh) Loan Advisory Council;
  - (ii) Managed Health Care, Advisory Committee on;
  - (jj) Mexican American Veterans Memorial Commission;
  - (kk) New Motor Vehicle Board;
  - (ll) Oil Spill Technical Advisory Committee;
  - (mm) Real Estate Advisory Commission;
  - (nn) Racial Profiling Panel;
  - (oo) Rural Development Council;
  - (pp) Rural Health Policy Council;
  - (qq) State and Consumer Services Agency;
  - (rr) Service Agency Advisory Committee;
  - (ss) Small Business Board;
  - (tt) Small Business Reform Task Force;
  - (uu) Vietnam Veterans' Memorial Commission;
  - (vv) World Trade Commission;

The affairs of the abolished entities shall be terminated as follows:

- (1) On and after January 1, 2005, the unexpended balance of all funds available for use by the abolished entities or any of their predecessors shall revert to the General Fund, unless the funds were derived from a special fund, in which case the funds shall revert to the special fund.
- (2) All books, documents, and records of the abolished entities shall be transferred to the custody and control of the Office of Management and Budget for disposition according to law.
- (3) All property of the abolished entities shall be disposed of by the Office of Management and Budget according to law.
- (4) Positions filled by appointment by the Governor in the abolished entities shall be terminated.
- (5) Any officer or employee of the abolished entities who is serving in the state civil service, other than as a temporary employee, shall be reappointed according to law.